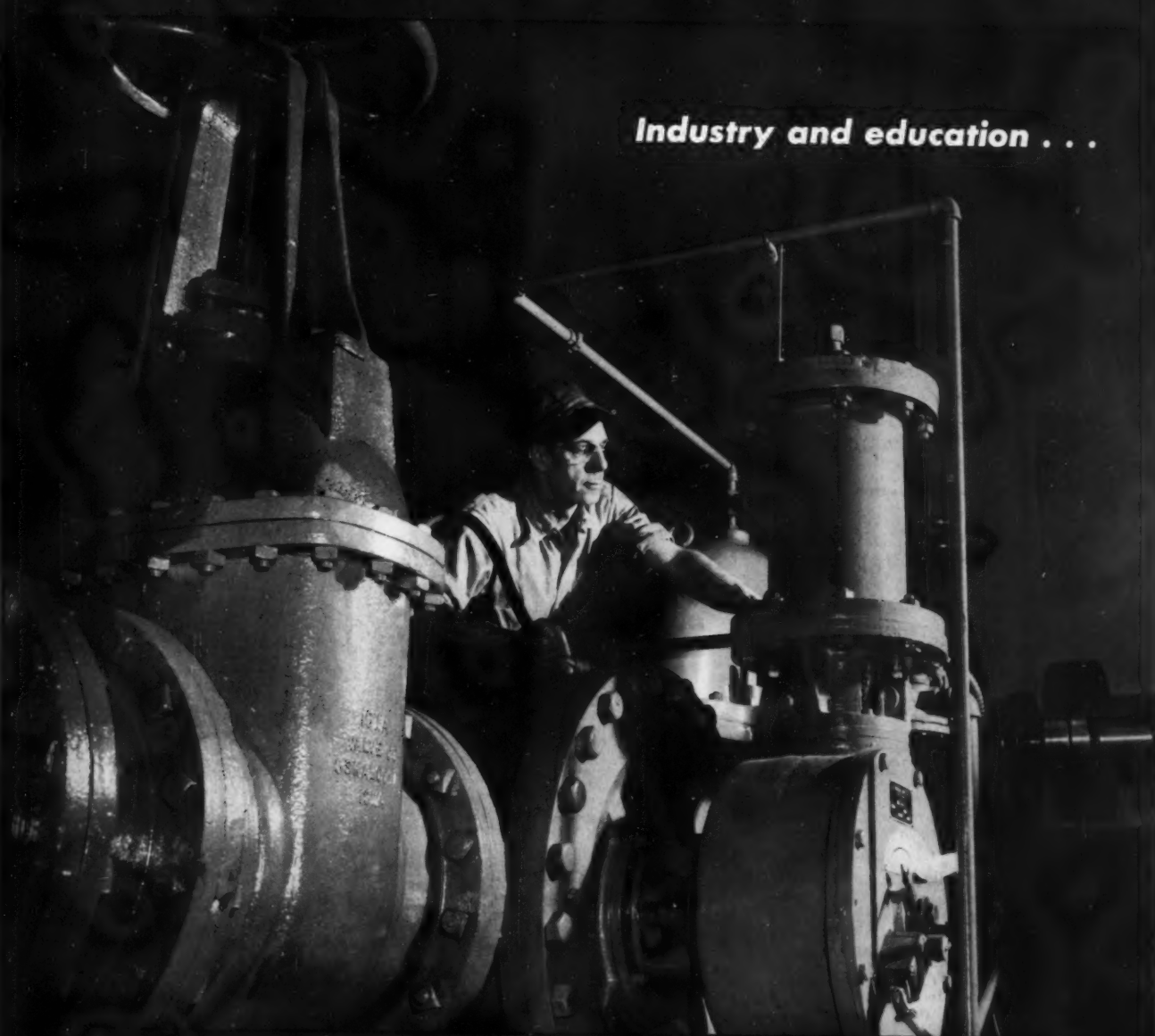


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Industry and education . . .



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Public relations program in Italy

1951

Public relations in the U.S.

1951

COVER PHOTO

This pump, capable of handling 15,000,000 gallons of water a day, symbolizes the utilities industry in the job analysis recently developed by the Evansville Manufacturers' and Employers' Association. The 192-page book which was published as a result of the study, called, *Your Career Opportunities In Evansville Industry*, is described as a project on page 8.

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NOTED IN BRIEF . . .

• Occasionally company PR people are inclined to neglect or forget that one of their big jobs is to acquaint company personnel with the PR department's activities. Clifford Hale's article describes how Canadian Westinghouse did it.

• The colorful Italian poster has not been superseded but supplemented, says Joseph Rosapepe in an article which tells how PR growth keeps pace with economic democracy in Italy. Italian businessmen are following communication developments in the U. S. and other countries and put them to use in various fields of business over there.

• What do you do when the public schools tell you (the manufacturers) that most local high school students are unable even to name the products manufactured by the city's largest employers? H. J. Williams' article provides an interesting answer.

• PR plays a big role in combatting foreign competition for one company's export trade with Latin America. Research, publicity in all media, and a dramatic goodwill fashion show tour with numerous tie-ins resulted in success for the General Aniline & Film Corporation.

• Official hostess and trained tour guides have been building goodwill and new customers for Hardware Mutuals since 1932. Here's a plant tour program that has become a successful business.

• Are clipping service employees subject to human fallibility? When can newspaper clippings be useful to PR men? These are some of the questions that Harris and Lewis attempt to answer in their article.

G. Edward Pendray
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August, 1953

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VOL. IX, No. 8

AUGUST, 1953

ARTICLES

- Internal PR** C. W. Hale 3
Canadian Westinghouse's PR Department staged a visual display demonstration to illustrate to company personnel the effectiveness of its program
- Public relations progress in Italy** Joseph S. Rosapepe 4
" . . . Public Relations . . . is being conducted today in various fields of Italian business. It is coming of age as modern communications techniques are being adapted to economic problems of the country's evolving industrial democracy . . . "
- Industry and education** H. J. Williams, Jr. 8
- PR techniques develop Latin markets** John Walker 10
How General Aniline & Film Corporation used a goodwill fashion show to emphasize the quality of its products and support its dealers in 10 Latin American countries
- How We Did (Do) It—** K. B. Willett 13
Twenty-two years of tour guide experience have proved a worthwhile PR and business investment for a mid-west insurance company
- Newspaper clippings and PR** Huntington Harris and Paul M. Lewis 15
- Stockholders' PR Participation** Bert V. Chappel 17
How a Portland, Oregon savings and loan association developed an unusual annual meeting program to encourage greater stockholder attendance

NEWS SECTION

- News in View 20
- Survey of college PR practice published 21
- PRSA Board of Directors to meet in Boston, September 18-19 21
- PR management idea—the photo file 25
- Telephone executives are "guest professors" 28
- Railroad PR association meets at Chicago 29
- Mid-South Chapter holds seminar on regional development 29
- School teachers expand summer labor force, survey shows 30

REGULAR FEATURES

- Book reviews 19
- Editorials 2
- Chapter notes 26
- Membership discontinued 26
- Membership postings 24
- Parens 31
- People 27
- The Hopper 32

Happy Birthday!

LEAVING THROUGH our lavender-scented souvenirs we encountered a letter from that grand old young man of public relations, Pen Dudley. It was written long, long ago, and signed by Pen as President of the National Association of Public Relations Counsel, one of the organizations that merged to found PRSA. And the letter reminded us that organized public relations became 17 years old on June 29.

And the magic of 17 years raised other memories, too. Memories of shaded streets in the soft summer, and of heady new ideas as deliciously disturbing to youth as the fresh-lipped girls to whom the senior prom was as important as the Day of Creation itself. Magnificent 17! Better than any age that comes before, certainly better than any yet to come.

Can men convey the magic of 17 from themselves to their movements and organizations? Can organizations gain a dispensation denied to their members, and cross the threshold into adulthood while holding still the yeastiness of youth? Can PRSA's growing pains come to an end without rheumatism setting in? We hope so, for we would have this craft older and wiser but still "forever panting and forever young."

Ineffability

OUR FRIENDS at *Advertising Age* are quite forgiven for a recent unkind judgment on public relations because we've so enjoyed some fun they've had with folks in their own business. We refer to their discovery of the phrase "ineffably male" in a shirt ad, and the subsequent futile search among ad men—including the offending copywriter—for a correct definition of the ad-verb. Before we curl a lip in the direction of ad copy—and its occasional extravagances and preciousness—a review of our own output may be in order. Where copywriters may err in one direction, we err in another. Silliness is their pitfall; we are caught in the snare of dullness. By training and occupation many of us are fact-bound. Our imagination frequently fails to project facts with freshness, clarity and interest. We have little to teach the ad men, much to learn from them. Somewhere between the extremes of our two crafts, we may develop a better copy approach—a real challenge to "ineffability."

Why They Skip

AS A PUBLIC RELATIONS "PRACTITIONER" we are always interested in why people do what they do.

Accordingly, though it may have nothing to do with public relations, we read with much interest a news release recently sent us by Tracers Company of America, an organization which specializes in finding people who have disappeared.

Every year according to this organization, nearly 1,000,000 people disappear—or try to—for one reason or another. A great majority return to their homes within a few months, usually ashamed of the reason that caused them to skip out.

Of the 458,574 missing persons traced by Tracers Company since 1924, the largest category of skippers were people in debt. *That* doesn't surprise us. But stockholders, who forgot their investments (some as big as \$20,000) ran the debtors a close second—a fact to be conjured with. Missing husbands ran third, 72,520 being included in the list, whereas only 2,963 wives left home. In both cases "mother-in-law trouble" loomed as a large cause.

It's a comfort to note, incidentally, that amnesia is a relatively small cause for skipping. Tracers Company had only 140 such cases.

That Great New Medium, Television

WE HAVE BEEN HEARING that television has been growing pretty fast, but we were nevertheless quite surprised by some figures disclosed by Edward D. Madden, Vice President of NBC, before the New York Chapter of PRSA recently.

Within three years, Mr. Madden said, 79 per cent of American homes will be equipped with television and 95 per cent of all homes will be within the viewing area of television stations.

By January 1, 1956, Mr. Madden estimates there will be approximately 600 television stations, operating in 300 cities. At present there are 121 stations in 75 cities serving 21,200,000 television homes. As recently as seven years ago only 10,000 homes had television, and there were only four stations with originating programs in two cities.

The incredible growth of this means of communication, Mr. Madden truly pointed out, "has created opportunities for public relations." And problems too!

Internal PR

Canadian Westinghouse's PR Department staged a visual display demonstration to illustrate to company personnel the effectiveness of its program

By Clifford W. Hale

Manager, Public Relations Department
Canadian Westinghouse Company Limited

PUBLIC RELATIONS, like sales promotion and advertising, has to be sold internally to the rank and file of any company. An external reputation for progressive public relations policies has its merits—but the toughest guy to convince is usually the man next door: the sales manager, the factory superintendent, the chief engineer or the accountant who initials your expense account.

Every efficient public relations department has files jam-packed with evidence of the department's performance, and the results of public relations projects. Week by week, month by month, however, the public relation effort receives a casual once-over with too few opportunities to prove the effectiveness of the total program.

Sensing a need for a dual-purpose demonstration which would adequately

take stock of 1952's results, and at the same time brief management and commercial people alike, we staged a public relation visual demonstration at Canadian Westinghouse last April that we believe has helped us a great deal.

Our two-day display provided an excellent opportunity to illustrate the public relation coordination between our seven divisions, our general public relation activities, our employee information, and related public relation efforts.

To achieve our objectives with the demonstration, we took over the company Board Room—a location which is strongly associated with management policy making—and organized a series of displays covering news and product publicity, school service, radio and TV talent publicity, film showings, a *Westinghouse News* (employee newspaper) display, and public service activities sponsored by the Public Relations Department.

Selective and classified display

In our company, where our products range from low-priced consumer impulse items like electric lamps to custom-made million-dollar generators requiring a year or more to build, the diversification of our sales and manufacturing interests required a planned cross-section of everything we had in our files. We set up a selective and classified display, combined with a mass presentation of the press and public relation support Canadian Westinghouse and its personnel have received since the beginning of 1952.

Using a two-sided pyramid wallboard display, running the length of the Board Room table at eye-level, and a series of wall displays, we transformed the Board Room into a "sample room" where the documentary evidence told its own story. Our carpenters assembled the backgrounds very quickly, and with the use of identification signs, the job was accomplished without any costly window-dressing. One 20-foot banner keyed the display with the slogan "For Better Public Relations—Keep Us Informed." This latter reminder was directed to those who, through oversight or lack of co-operation, had not learned to make full use of the Public Relation Department.

Invitations to examine this public relation demonstration were extended
(Continued on page 12)



Canadian Westinghouse officials study the PR demonstration.

Public relations progress in Italy

"... Public relations ... is being conducted today in various fields of Italian business. It is coming of age as modern communications techniques are being adapted to economic problems of the country's evolving industrial democracy ..."

WHENEVER ELECTION TIME comes around in postwar Italy, local newsmen and foreign correspondents always manage to write at least one story about the "Battle of the Posters."

This is a concrete recognition of the effectiveness of a communications medium that has its heritage in visual presentation techniques devised by the old masters such as da Vinci, Raphael and Michaelangelo.

Latest statistics which provide a yardstick for the extent to which posters are used were issued recently by the Municipality of Rome giving data for that city in 1950—which was not a national election year.

There are 45,000 square yards of wall space where the city allows bills to be posted. On this, Roman publicity artists in 1950 pasted 2,478,404 posters. (This figure is precise, because each poster has to carry a tax stamp.)

The breakdown for these posters was as follows: 1,501,389, movie and theatrical; 701,689 commercial and industrial product and institutional subjects; and 275,316, miscellaneous political, cultural and travel.

There are two reasons why posters have been persistently effective over the years.

How Far Can You Go?

This was the question Italians asked themselves last year during a particularly hot phase of the cold war.

With American bases at Naples, Florence, Leghorn, and Trieste, the Communists made a point of sending out in the dead of night whitewash and chalk artists who scribbled on Italian walls: "Ami Go Home."

Shortly afterward, Yankee ingenuity was credited with commercializing this political propaganda, when two mornings later, additional lettering under the Communist advice said: "Via Pan-American Airways."

By Joseph S. Rosapepe

Dudley, Anderson & Yutzky

The first is a question of habit based on cultural pattern and historical precedent. Until 80 years ago when Italy became a united nation, foreign rulers found illiteracy to their advantage. Because of this they considered posters the most effective medium of communication (after the town crier). Today illiteracy has been virtually wiped out, but people are still moved to action by posters.

Newspaper circulation low

Another reason posters are effective is that Italian newspaper circulation is one of the lowest in Western Europe and papers are read primarily by intellectuals and leaders of opinion in each community. Actually, the average adult Italian doesn't trust newspapers after some 20 years of controlled press under Fascism and later during war years under German and Allied censorship. At present, however, the degree of freedom of the press could not be greater what with the Communists and neo-Fascist press on the one hand and, on the other, the democratic papers edited by pre-Fascist writers, youngsters and reformed or reconstructed ex-Fascists.

But from the stark and blatant impact of poster art, Italian public relations runs the gamut of modern techniques including the use of public opinion surveys and cartoon books.

A recent example of this was a publication issued by Esso Standard Italiana, a local corporation which markets Standard Oil products in Italy.

The booklet was the report of a survey undertaken by DOXA, an opinion-polling organization patterned after its American counterparts. The 44-page pamphlet, entitled *Italian Industry as*

Seen by Italians, provided readers with much information in graphic form on what their neighbors thought on economic problems and their solution.

A fact, important to the company, which was disclosed by the survey (and publicized in the booklet) was that 73.5 per cent of persons polled felt taxes on gasoline were "too high," 10.6 per cent said they were just right, 2.1 per cent said taxes were too low and 13.8 said they didn't know.

Public relations at a similar level of development is being conducted today in various fields of Italian business. It is coming of age as modern communication techniques are being adapted to economic problems of Italy's evolving industrial democracy. This represents considerable progress after two decades of Fascism when such methods were gravely misused as propaganda instruments to maintain political power.

The most outstanding job of public relations in Italy today is being done by the Milan Fair. A PR program that is well-planned and efficiently executed has been one of the major factors in making it what *The New York Times* in April termed "the world's most important industrial exposition."

Launched some 30 years ago with

PR Translation Offers Tricky Language Pitfalls

Italian		English
Publicita	means	Advertising
Propaganda	"	Publicity
Editor	"	Publisher
Direttore	"	Editor
Stampa	"	Press
Rivista	"	Magazine
But		
Relazioni	} means	{ Public
Pubbliche		
		Relations

1,200 exhibitors of whom 250 were non-Italians, this year in April the Milan Fair had 11,486 exhibitors of whom 3,543 were foreign, with German, American and British manufacturers leading the list.

From a few hundred square feet and a total attendance of 30,000 in 1922, the Milan Fair has grown to cover nearly 2 million square feet. This year attendance was around 4,300,000 for the three weeks of the fair's duration, including 78,216 foreign visitors.

The basic reason for this achievement of the Milan Fair stems from the fact that it meets the requirements of good public relations—doing a good job and letting the world know about it.

Most incredible feature is that the fair is run as a private enterprise without subsidy or interference from local or federal government.

Milan Fair PR

American observers from Rome, Paris and London find that the public relations of the Milan Fair is comparable to the best in Europe and close to the level of top professional practice in the United States. A year-round program is maintained, leading up to the three weeks of the fair, including utilization of all media of communications, press, radio, speakers' bureau, etc. All devices and techniques of publicity are used ranging from briefing press conferences for foreign and domestic newsmen to providing a fast and accurate service of releases, texts, and illustrations.

Not a trick is missed. No opening is complete without the presence of the country's president, the premier, and the ambassadors of such countries as the United States, Russia, Britain, and several others. Since public relations is on a top administrative level, even the publicity gimmicks assume the stature of major themes. In 1951, there were



Photo Italian Cultural Attaché

An example of the "saturation" use of posters during the recent election campaign in Italy is seen here. The cross of the Christian Democrats and the hammer and sickle of the Communists can both be easily recognized. There are definite time limits before a new poster can be pasted over a previous one, but during a nationwide campaign wall space is at a premium.

helicopter rides from the roof of the main building; in 1952, for the first time in Italy, there were regularly scheduled telecasts right from the fair, and this year there was the functioning model of an atomic pile—the first installed in continental Europe.

Head of this operation is Dr. Gaetano Montanaro, director of the Fair's advertising and publicity, who is aided by Dr. Franco Sabatelli, in charge of press relations. They are responsible for the

tie-ups with major national and international trade associations and professional organizations which have found it worthwhile to hold their conventions at the fair. News pegs for the fair's publicity are generated by convention sessions, lunches, dinners and scores of special events including designation of each day to some specific industrial or professional field.

The record of accomplishment of the Milan Fair is an outstanding example of what has been done in one area.

Postwar Italy as a nation, however, is remarkably backward in communications with its own people and with the outside world. For instance, it is still not widely known that more Italians gave their lives fighting on the Allied side after the September 1943 armistice than had died fighting for the Germans. Nor is the extent known to which partisans in the Italian underground sacrificed themselves during World War II killing Nazis and Fascists while Allied armies fought their way up the peninsula.

Since the end of the war, Italy probably would have been more effective

Joseph S. Rosapepe, a member of the staff of Dudley, Anderson and Yutzy, has substantial first-hand knowledge of Italy. He has spent a total of seven years there, including two tours of duty as a correspondent for *The Associated Press*, *The Journal of Commerce* of New York and other publications. Rosapepe got his first news experience in Youngstown, Ohio as a reporter and copyreader on *The Vindicator*. During the war, Rosapepe was with the OWI policy division in Washington, the Psychological Warfare Division of SHAEF in London and the U. S. Embassy in Lisbon. After assignment in the Rome Bureau of AP, he returned to New York and became business and financial editor of AP's *World Service*.



in world politics had she relied more on public relations techniques. But the policy pursued was a direct aftermath of 20 years of Fascism. In his totalitarian regime, Mussolini had utilized all forms of information and propaganda techniques to impose his rule on the minds of men to the point where there was a cabinet post for "culture and propaganda."

After the war, the new democratic

governments did away with outward traces of Fascism, eliminating many constructive institutions and practices which had been misused during the dictatorship. Lack of appreciation of the gains to be obtained from constructive use of modern methods continues in Italy today.

A recent example of this backwardness was in connection with the formation of the Italian-American Marketing

Council. This group was set up by James D. Zellerbach*, President of Crown Zellerbach Corp., and former ECA Mission Chief in Italy, and Ivan Matteo Lombardo, one of Italy's progressive statesmen and a former minister of commerce and industry and, later of foreign trade.

Since Italy lacks raw materials but has a wealth of industrial capacity and skilled manpower, Zellerbach and Lombardo proposed that a campaign be undertaken to increase exports to the United States to close the dollar gap. The project included a program of market research and promotion including advertising and public relations.

Funds were not made available by the Italian government although the amount needed was small compared to what the British, French, Dutch, and others have been investing to increase their dollar earnings and what the Germans and Japanese are beginning to spend.

Progress in democracy

In other areas of government, however, progress in democracy is being furthered by Under-secretary of the Interior Giorgio Tupini, who asserts that the state must limit itself to informing the citizens and not propagandizing them the way Fascism did.

"Democracy has on its side the formidable power of truth and adherence to principle and sentiments natural to man, such as liberty, equality and the respect for the individual," Tupini says.

Substantial advances in communications techniques are being made in the field of travel where Italy has much to offer. At the Italian National Tourist Office, Roberto De Gasparis, and Count Sigmund Fago-Golfarelli have done a great deal to promote the development of visual appeals in the form of posters, booklets and movies.

No travel book about Italy published since the war fails to outline the virtues of the CIT bus tours. This is mostly due to the publicity talents of Enrico Linzi, President, and Giovanni Galleni, Foreign Executive, of CIT Travel Co.,—which outside the U. S. rivals American Express and Cook's. Noteworthy work is also being done by Rudolph Rueck, of the Italian Grand Hotels Co.

But in the field of private enterprise the most effective job of public relations next to the Milan Fair is done

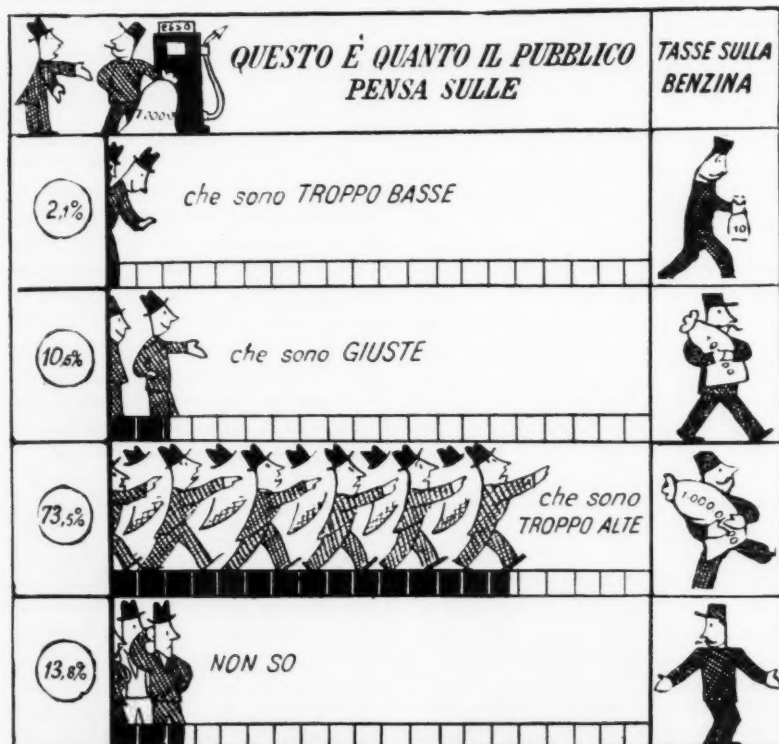
* Member of PRSA.

COSA SONO I PUBLIC RELATIONS DEPARTEMENTS?

Da qualche anno in tutte le maggiori Società private del mondo anglo-sassone, hanno fatto la loro apparizione degli speciali uffici chiamati Public Relations Dept. Aggiungiamo subito che anche in numerose amministrazioni pubbliche, specialmente negli Stati Uniti, non è raro trovare un "Gr."

che non sia sufficiente che il pubblico compri la benzina di una data società X perchè è buona e perchè le sue stazioni di servizio funzionano in modo impeccabile; occorre anche che il nome della società che vende quella benzina sia simpaticamente noto alla collettività e che questa si auguri che quel nome e quella società possano continuare a svolgere un'attività nel paese. Tale ferma convinzione è giustificata da parecchie considerazioni che passiamo rapidamente a rassegna: in un paese democratico le scelte fatte da uomini liberi sono determinate da ragioni minime e precise.

"What Are Public Relations Departments" was the question asked by an article in the Proceedings of the Italian Newspaper Federation convention of 1950. PR was beginning to make itself felt in business and industry in Italy.



"This Is What The Public Thinks About Gasoline Taxes" is the title of this graphic illustration of the results of an opinion survey published by Esso Standard Italiana. Only 2.1 per cent thought taxes were "Too Low," while 73.5 thought they were too high. The opinion that taxes were just right was expressed by 10.6 per cent while 13.8 didn't know.

by the Italian Confederation of Industry. The techniques used by the Confederation department of press and promotion under Guglielmo Guiglia are equal if not superior to those of manufacturers' groups in the rest of Western Europe and the United States.

Shortly after the war, the Confederation began a series of publications—weekly, monthly, and annual—in addition to sending circulars to members, holding press conferences and nationwide meetings on major economic problems, and using radio and movies so that now few in Italy are unaware of how industry stands on issues.

Industry is still backward

The Confederation's public relations task is particularly difficult because a substantial portion of Italian industry is still backward, providing a convenient excuse for government encroachment on one side and labor pressure on the other side, with unions under the control of communists who use them for political ends.

According to Guiglia, the interests of industry cover the entire economic pattern, since they involve the defense of private enterprise, of savings, and of a system based on individual achievement that permits maximum economic development at lowest cost, thus causing a rising income and standard of living for all.

Spokesman for the Confederation at the First International Conference of Manufacturers, sponsored in New York by N.A.M., was Dr. Michelangelo Pasquato, Chairman and Managing Director of the Venetian Glass and Crystal Corporation of Venice.

Speaking at the session on "Public Relations in Business," Pasquato said, "Italian industrialists consider public relations essential for the defense of industry, private initiative and human liberties. The program should necessarily be adapted to individual European countries but it should follow the broad outline of public relations principles which have been tried with great success in the United States."

Bank of Naples PR

In the fields of business and industry, outstanding work in public relations is being done at the Bank of Naples by Vittorio Sorrentino. Here the task is easy under the enlightened leadership of President Ivo Vanzi, a former engineer, because the bank makes a point of financing ventures that the public

can see and appreciate. These range from railroads and small businesses to roads, water mains, and summer resorts. While the Bank of Naples conducts a complete PR program, the National Bank of Labor and the Bank of Rome have made a start by issuing authoritative business and financial publications.

As economic democracy develops in

written books, pamphlets, and articles in attempts to get across their economic and social ideas.

Other Italian corporations utilizing one or more public relations techniques include Shell Oil, Pirelli Rubber, Fiat Automobiles, Rossi Wools, Snia Viscosa Rayons, La Rinascente department stores, Edison Electric, G.V.M. Cosmetics, and others.



Photo Italian Cultural Attaché

Unlike the simple "vote for Joe Doakes" posters common in the U. S. elections, Italians employ varied techniques of photography, drawing and printing, unusual design, and dramatic arguments in their political campaigning.

Italy, the growth of public relations keeps pace. In fields where competition is strong either in domestic or foreign markets, techniques of public relations, sales promotion and advertising are helping bring about wider distribution at lower prices along with greater production at lower costs.

Acceptance of competition is seen in the field of foreign trade where Olivetti, makers of typewriters and business machines, and Necchi, producer of sewing machines, are both known abroad and are competing with American and other European producers.

An enlightened sense of communications is shown by Adriano Olivetti, head of the Olivetti typewriter firm and Gaetano Marzotto, Italy's foremost wool manufacturer, both of whom have

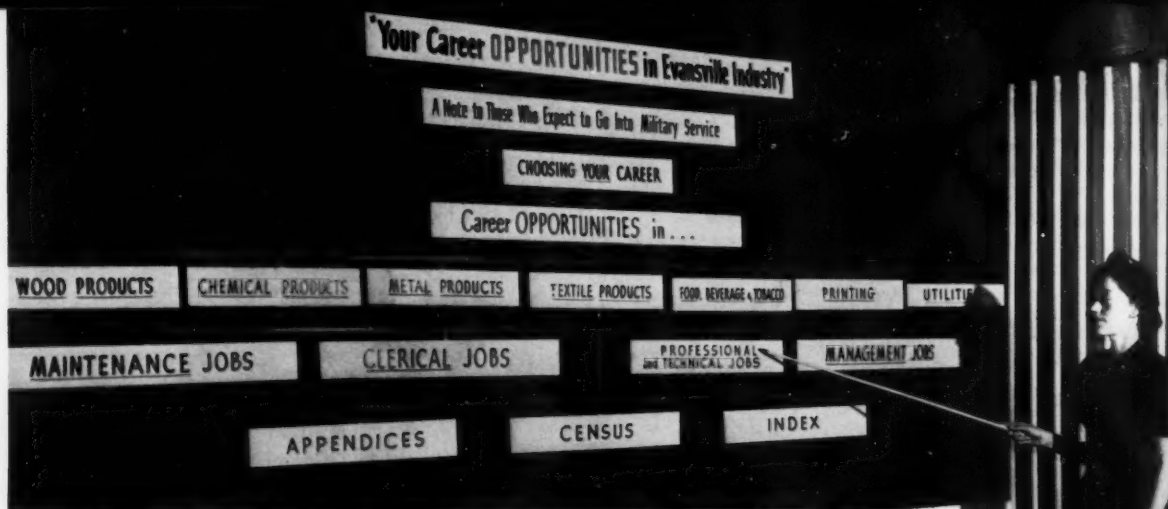
Among public relations practitioners, outstanding is Mario Bellavista, formerly director of publicity and advertising for the famed chemical combine, Montecatini. Bellavista now heads his own firm, "Sigla," and is publisher of the monthly, *Panorama della Pubblicità*, leading professional publication in the advertising and public relations field.

Development of public relations in Italy already has inspired several graduate courses on the subject in institutions of higher learning and the organization of a professional association.

Organized in the spring of 1952*, the "Istituto per le Relazioni Pubbliche," is headed by Roberto Tremelloni, an economic consultant and member of

* See PR Journal, May, 1952.

(Continued on page 16)



Assistant PR Director explains the scheme of the book at a meeting of job analysts.

INDUSTRY AND EDUCATION

By H. F. Williams, Jr.

Public Relations Director
Evansville Manufacturers' and
Employers' Association

IT WAS FOUR O'CLOCK in the morning the day before Christmas. The staff had already worked around the clock three times—38 hours, to be exact—since coming to the office. A weary copywriter got his car and drove two very sleepy stenographers to their homes. The PR Director and his assistant gulped their seventeenth cup of coffee, yawned and went back to work for another five hours.

This 43-hour shift was a record, but the PR staff of Evansville's Manufacturers' Association had been working on almost this strenuous sort of schedule since before Thanksgiving. Their assignment was to write—and re-write—a 192-page book called, *Your Career Opportunities In Evansville Industry* for the city's 7,000 high school students. The deadline required final copy, art and layout for 32 printed pages every eight days, including time necessary to clear copy for each of the 12 chapters with a Technical Committee and an Editorial Board.

Evansville's career-planning project was nearly three years a-borning. The idea occurred at a luncheon of school officials and the Evansville Manufacturers' and Employers' Association's Educational Activities Committee late in 1949. The meeting was over, and the

Public School Superintendent had started to leave to keep an appointment.

"I think manufacturers should show the youngsters the opportunities offered by industry in our city," said the Chairman, Walter W. Noelting, Vice President of the Faultless Caster Corporation.

The School Superintendent sat down, temporarily forgetting his appointment. It developed that the Curriculum Commission of the public schools was at that moment preparing a statistical report showing that most local high school

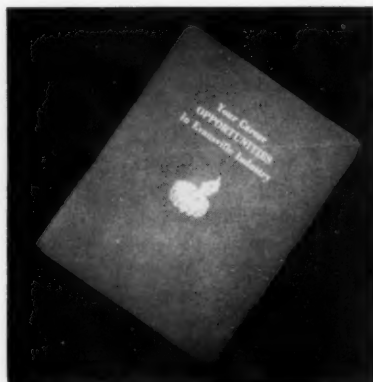
students were unable even to name the products manufactured by the city's largest employers.

Career guidance project

The Association's PR Policy Committee, therefore, decided to start a career guidance project by publishing six four-page lesson supplements on the economic history of Evansville. The Association promoted student interest by seven radio forums, each featuring students of a different high school; by visits of some 980 students to 28 plants; by talks by members of the Speakers' Squadron of Evansville Industry before high school assemblies; and by intensive newspaper and radio coverage of its annual essay contest.

The boys and girls wrote more essays than they had written in the previous four years of the contest, when the themes had been on national topics. Encouraged, the Policy Committee authorized publishing study aids on career opportunities in Evansville industry. And that became the name of the book that ultimately was published.

The first six months of 1952 were devoted to promoting the idea with the companies that sponsor the community-wide PR program of the Association. The promotion was pointed to the



This is the book—192 pages, 9 inches wide and 12 inches high — written, edited, reviewed and rewritten in seven weeks, after ten months of preparation.

annual public relations dinner, when the sponsors were hosts to the city's school teachers and to the 39 prize-winners of the essay contest. Theme of the meeting was "You Hold The Key," i.e., the key to information about jobs. This motif was stressed in teaser mailings.

After the dinner, the spotlight was played on groups of six prize-winners as the youngsters marched across the room, each to the accompaniment of the song of their high school.

"We need well-educated citizens," School Superintendent Ralph J. Becker told the 300 persons who attended the dinner. We must make sure that our best potential leadership is found and developed—and that it remains in Evansville."

Louis Ruthenburg, Chairman of the Board of Servel, Inc., told the audience: "By helping high school students choose their careers in Evansville, we are projecting ourselves into the future. The career guidance project is directed to the natural interests of the students in their own future."

"By pooling your resources and company data, you will be investing in your employees of tomorrow," said Thomas J. Morton, Jr., Chairman of the PR Policy Committee and President of the Hoosier Cardinal Corporation, who presided.

Miniature flop-over charts

Mr. Morton requested the guests to remove the floral centerpieces on each table. This revealed sets of miniature flop-over charts. After each guest had set up his chart, Mr. Morton outlined the ideas presented in the 24-page brochure.

Eight additional manufacturers became sponsors of the public relations program, bringing the total to 59 com-

panies—the largest number since the community-wide program was organized 15 years ago.

Early in July, four job analysts of the Indiana Employment Security Division met with the five members of the PR staff. The two-day meeting had been arranged as a means of finding the answer to this tough problem: Of the 22,000 jobs defined by the *Dictionary of Occupational Titles*, which are the key jobs in Evansville industry? The job analysts agreed to try to find out by individually interviewing the managers of some 30 pilot plants.

From their job descriptions, the PR staff developed a questionnaire to end all questionnaires. It contained 32 pages, 17 inches high and 21 inches wide—too impressive-looking to be thrown away and too big to fit into the average desk drawer. The questionnaire was distributed by taxicab to 200 plants one afternoon with the request that the sheets be filled in within a week. More than two-thirds of the companies, employing three-fourths of the industrial workers, complied. When the reports were analyzed, the staff discovered that Evansville industry offers almost 300 types of work that are key jobs.

To publish mere descriptions of all these jobs would have made incredibly dull reading for Evansville youngsters. The solution seemed to be "the four S's"—the *sights*, the *sounds*, the *smells*, and the *significance* of the jobs. This was hard, detailed work, requiring the part-time services of ten researchers who collected information about the history and economics of the eight industries surveyed. Four writers combined the reports of the job analysts and the economic researchers. The writers added



Public relations in the most direct way possible is the job of the receptionist, according to the caption in the Evansville career book for this particular type of clerical job.

information about qualifications, training and opportunities of each type of job.

Committees organized

Meanwhile, the Association organized a seven-member Technical Committee. Its function, and the function of some 26 consultants it called from industry, was to criticize the staff's copy for accuracy. The public schools created an Editorial Board of five educators to scan the material for educational acceptability. Before any copy went to the printer, it was approved by both committees. Some 91 persons contributed time and thinking to the book—educators, industrial managers, job analysts and researchers, artists and photographers.

Final copy writing started in mid-November. Every piece of copy was re-

(Continued on page 18)

Mixing rubber is a highly-skilled job, the students are told. The operator of this mix mill is able to estimate the temperature of his machine simply by feeling the roller.



This binding machine operator at one of Evansville's textile products plants is typical of the "line system" workers described in the chapter on Textile Products.



PR techniques develop Latin markets

How General Aniline & Film Corporation used a goodwill fashion show to emphasize the quality of its products and support its dealers in 10 Latin American countries

By John Walker

President,
Walker and Crenshaw, Inc.



In Brazil, Chile, Colombia, Mexico, Cuba and Puerto Rico, the models served as the subject for a photographic contest which tied in to the whole promotion package. Here one of the models poses for photographers.

THE ERA OF EASY SELLING in this country is fast fading. But for those in the business of exporting U. S. goods it has ended.

Every day it becomes more apparent to firms selling abroad that "Trade—not Aid" is a formidable challenge in the face of many roadblocks set up to discourage our foreign trade.

Take our biggest export market—Latin America. Dollar-balance-wise it is far in the red and, as a result, import controls on dollar business are burgeoning. The nationalism fever rises with the growing anti-U. S. feelings. An even greater threat to our export

trade to Latin America is competition from Europe and Japan that offers cheap prices, immediate delivery, easy credit terms (often outright barter), centuries of know-how in making friends and, of course, payment in soft currencies.

The experience of General Aniline & Film Corporation (GAF) makes an interesting case study of how one U. S. export management is combatting these sales weapons.

GAF's strategy is based on the U. S. domestic brand of salesmanship: building a plan to knock out the roadblocks to sales by creating a demand for a prod-

uct rather than supplying it only when the demand exists. Thus it enlists these time-proved methods—thorough market research to determine the tools required, saturation sales campaigns to dramatize the product to potential markets, and public relations to build goodwill and prestige behind the product.

Like many U. S. companies, GAF did not enter the Latin American market in force until the postwar period. (Neglect of this valuable outlet was dictated in prewar years by the fact that GAF formed a part of I. G. Farben, an industrial combine, and Latin American sales were made by the German parent company.)

Convinced that GAF had a big potential in foreign sales, Jack Frye, President, decided to throw the company's international sales effort into high gear. Top management with plenty of experience and know-how in foreign fields, he insisted, was imperative to win a foremost position for each of GAF's three product divisions—General Aniline dyestuffs and chemicals, Ansco film products and Ozalid duplicating office machines and sensitized papers.

Two problems received priority

There were many problems but two received priority: selecting distributors for the company's three product lines; and reacquiring trademarks which in some countries had been seized as enemy property at the outset of the war.

Once this foundation of GAF sales outlets in Latin America was established, a program was instituted to overcome these remaining roadblocks:

- Because GAF trademarks had been dormant during the war years, public recognition was low;
- Since import licenses and dollar allocations were required in many countries, GAF sales would be directly proportionate to the volume of licenses and allocations obtained;
- Since the distributors selected handled many products, GAF had to compete for their time, promotional funds and investment;
- Because GAF was temporarily a U. S. Government-owned corporation that eventually would be sold to private interests, it had to instill confidence in its distributors that their relations and the company's future were permanently sound; and
- Like most export divisions of U. S. companies, GAF's funds for sales and

promotion efforts were limited, thereby requiring their most efficient use.

To assist in developing a program to solve these problems, Walker and Crenshaw, Inc. was selected in May 1952. This international public relations organization has a network of eight wholly-owned subsidiary companies in the major Latin American countries.

Publicity campaign

The solution to the first problem was obvious. Public recognition of GAF's trademarks would require a carefully directed publicity campaign in all media.

The ideal vehicle for this campaign was Globe Press, a wire service (wholly owned by Walker and Crenshaw) which regularly serviced more than 1,000 newspapers and magazines with news items, feature material and unique syndicated columns.

Concurrently with the publicity campaign, research surveys were made in each country by Walker and Crenshaw subsidiaries. Based on the findings, the long-range program was developed for each GAF product line. It called for these major efforts:

- Photographic leaders in each country—primarily news photographers and members of camera clubs—were to be encouraged to use Ansco products and thus provide a powerful peg on which to publicize Ansco to amateurs. At the same time, recently established local laboratories to process Ansco color film and thus insure faster service for both professionals and amateurs were to be vigorously promoted.

- A consumer demand for color fastness and brighter hues than those traditionally used and worn by Latins was to be generated. Reason: to meet such a demand, local textile mills and leather good manufacturers—actual and potential customers of distributors of GAF



In Mexico the girls visited one of the country's most famous bullfighters and were photographed with him for publicity shots which appeared in local newspapers, and also in newspapers in other countries where "toros" are popular.

dyestuffs—would be forced to use top quality dyes such as GAF produces.

- The quality and diversified advantages of Ozalid were to be stressed to the broad market for duplicating machines—Government officials, architects, banks and many other business houses, and industrial firms of all types. Thus the position of Ozalid distributors facing low-priced European competition would be strengthened.

By last fall the feasibility of this campaign was demonstrated by a healthy coverage of the press, radio and TV. GAF distributors were impressed with the prestige and sales-building value of the program.

Meanwhile, GAF's PR counsel realized that such a long-term program could only hope to chip away at the

roadblocks against widespread awareness of the company and its trademarks. What was needed was a dramatic promotion that would speed the process by concentrating mass public attention on them for a substantial period of time.

At the outset, it was recognized that any such project would require a sizeable budget—much more than the international division of GAF had at its disposal. The solution, therefore, was to devise a program that would obtain coverage in the press of this country, as well as in Latin America. Only in this way could the managements of GAF's domestic divisions be induced to contribute to the budget.

Color Symphony conceived

To satisfy these demands, "La Sinfonia del Color" (The Color Symphony) was conceived. The heart of this promotion was a fashion show built entirely around color and its correct coordination. To dramatize how a proper blending of colors enhances the attractiveness of every feminine type, the plan called for complete ensembles including accessories, selected especially for six professional models (three shades of blonde, a red, a brown and a black-haired girl).

This unique fashion show would be



John B. Walker's first job after college was as copywriter for Montgomery Ward & Co. In three years he rose to Editor-in-Chief of all their catalogs. Next he moved to the ad agency field and then left this business to take charge of sales, advertising and public relations at Greyhound Bus System, Trans World Airlines and United Airlines successively. In 1945 PRSA member Crenshaw established his own PR firm in New York. Today the firm has ten foreign offices and is known as Walker and Crenshaw, Inc.

flown to 10 countries and shown in 18 cities. And to build prestige for GAF and its distributors and help insure the desired audience, each show would be sponsored by leaders in government or business, or top socialites as a benefit performance for their favorite charity.

Photographic contests were recommended as the ideal means for local Ansco dealers to cash in on the promotion. The six New York models would be certain "drawing cards" for each country's photographic leaders.

A plan was also worked out to permit Ozalid distributors to capitalize on the project by direct participation in the fashion show, inviting as guests their customers and prospects. Further, Ozalid machines could be used to run off souvenir photographs of the models for distributions to the audiences.

Lord & Taylor joins project

With the blueprint thus set and approved, the way was clear to put the tour together. Since neither GAF nor its PR counsel had experience in putting on fashion shows, it was essential to bring in experts. Lord & Taylor accepted the invitation to join the project as producer of *La Sinfonia del Color*, and agreed to select and furnish 42 costumes ranging from beach and sportswear to formal evening gowns and the finale, a \$3,000 bridal gown.

Next to be tackled was the matter of transportation. On the sound argument that any airline carrying the tour would certainly gain plenty of publicity on arrivals and departures of the beautiful stars of the fashion show, Pan American World Airways and Panagra became co-sponsors with their share of the budget approximating the air fare and excess baggage charges.

At the local level, a Walker and Crenshaw "advance man" made special arrangements with hotels and country clubs where the group would be staying, and worked out details for putting on the goodwill fashion shows. In Brazil, Chile, Peru and Panama, the wives of the presidents of the countries and in Puerto Rico the wife of the Governor agreed to sponsor them.

Library of photographs

Lastly, an Ansco tour photographer was selected to take advantage of the unusual opportunity to build a library of photographs of the countries visited as well as of the activities of the models.

At the end of the 36-day tour, its members have rolled up these records:

- The 18 performances of the Color Symphony had earned almost \$70,000 for local charities, most of them for crippled, ill or underprivileged children.

- Live audiences totaled 21,000. In addition, the entire two-hour show was televised by XEW-TV in Mexico City to an estimated audience of 110,000; and by CMQ-TV in Havana to over 200,000 viewers.

- The six popular models, dubbed "The Ansco Girls" throughout the tour, were televised in both Rio de Janeiro (Brazil) and Caracas (Venezuela). They were also interviewed by local radio stations and were "stars" of newsreels in practically every city visited.

- Ten Ansco photographic contests had attracted many hundreds of amateurs.

- The Ansco tour photographer brought back hundreds of color and black-and-white photographs—all on Ansco film.

- Press coverage on the Color Symphony and its sponsors were phenomenal. To date, more than 1,000 press clippings have been received, of which more than 84% carried photo illustrations. In total editorial space, the coverage was equivalent to 116 pages in *The New York Times*.

Most important, however, was the effective assault on all the roadblocks. In 36 days the project accomplished its main purpose of getting the GAF trademarks known and thus set a firm foundation for the long-term campaign. It earned the praise of top government officials who are responsible for setting quotas and allocating dollars for imports. It claimed the undivided attention of GAF distributors for several weeks before and all during the tour, and gave them a new sense of confidence in the soundness and permanence of their relations with the company. Several have already reported substantially increased sales—some from concerns not previously on their customer list.

But even more startling is the fact that the cost of entire Color Symphony tour, excluding local promotion, was \$96,000. Yet the cost to GAF was only \$15,000, because others who also benefited from the tremendous publicity were induced to assume the lion's share of the expense. • •

Internal PR

(Continued from page 3)

by letter to top management, divisional general managers, sales and advertising managers, engineering, and production managers, research heads, industrial relations personnel, receptionists, switchboard operators, printing, stationery and mailing room personnel, student-engineers, and others. The show was unexpectedly well attended. The public relation staff was on hand throughout the two-day display period

CLIFFORD W. HALE, Manager, Public Relations Department, Canadian Westinghouse Company Limited, Hamilton, Ontario, joined the Westinghouse organization in early 1952 with a background of 20 years of advertising, publishing and public relations experience. He was formerly Advertising and Sales Promotion Manager for the Carling Breweries Limited. During the war years he was on loan as Press Liaison Officer for the Wartime Prices and Trade Board, as well as serving in the R.C.N.V.R. He has been a Vice President of the Canadian Tourist Association and a member of the Sales Research Club of Toronto. In his post at Canadian Westinghouse Limited he administers the company's PR program, employee information services, advertising and sales promotion, and co-ordinates these activities in all divisions and subsidiaries of Westinghouse.

to explain, and correlate the pattern of public relation activities highlighted on the display boards. The techniques used by the Public Relation Department were fully demonstrated, the mechanics reviewed, suggestions recorded, and the demonstrated results were mutually assessed.

This background for the public relation demonstration added up to many advantages for the Public Relation Department. First, it presented public relation activities in a convenient, easily-understood visual "package"; secondly, it brought company personnel face to face with all public relation activities and broadened their outlook on public relation values as they applied to the company, instead of limiting their assessment to public relation activities which they had hitherto associated with their own branch of the company's operations; and lastly, it did more to educate, and to sell a sense of public relations values than any directive or policy statement could hope to accomplish. Visual proof paid off. • •

How We Did (Do) It—

Twenty-two years of tour guide experience have proved a worthwhile PR and business investment for a midwest insurance company

By K. B. Willett

Vice President
Hardware Mutuals

WHOEVER HEARD of Stevens Point, Wisconsin, you say? At least a half-million Hardware Mutuals' policyholders, representing every state in the nation have heard of our home town, a central Wisconsin city of 17,000 population.

Geographically we're quite conspicuous come May, June, July, and August each year, situated as we are at the gateway to Wisconsin's famed Northwoods. Tourists from everywhere, in pursuit of the famed muskelunge and a Wisconsin lake-country vacation, pass before our office, a block from the intersection of two federal highways. And many of them are, of course, policyholders of our companies.

Official hostess employed

When we built on this site in 1922, hundreds of these tourist-policyholders began stopping to visit and "see the home office." Our tours were on an informal basis until May 1931, when we employed an official hostess and trained tour guides. Actually, this move was partially in self defense as executives were finding it increasingly difficult to welcome guests and accomplish their daily tasks at the same time. Then, as now, we were interested in presenting the methods we use in writing insurance contracts. Few policyholders realize the staff, equipment, and operations that sell, administer, and service the policies they hold. We were proud then, as we are today, of our four-story stone building. We felt that its interior, designed for beauty as well as efficiency, would make a favorable impression upon policyholders or prospective policyholders.

Tours have also, we think, had a bearing upon the employment problem that is always with us. Our home office needs a constant clerical force of about 300 girls—in which there is the normal yearly loss. Therefore, our clerical recruiting extends beyond the local high school to surrounding towns. Special tours for high school senior commercial students go a long way in impressing them as to the advantages in working for Hardware Mutuals.

Townspeople visit plant

Having the largest single payroll of Stevens Point industry, we are anxious to acquaint townspeople with our plant and operations. We discovered that not enough folks in our home town were seeing the office in which one out of every 30 townspeople worked. Many local people joined our tours after we invited them through one of our full-

page quarterly messages in the local paper.

Today we have five girls trained as qualified tour guides in addition to the full-time hostess, a woman who has been with us for over ten years. Tour guides are selected by the personnel department from girls within the companies. Requirements for candidates are:

- °A better-than-average scholastic record;
- °An extrovert's personality—interested in people;
- °Alertness—with the ability to improvise;
- °Neatness in appearance; and
- °An expressed interest in hostessing and a desire to become part of the program.

Tour guides have an official classification as "utility clerks." They are required to master several office functions and can fill in for absent personnel. Then, too, the training program for a utility clerk helps her in learning the tour plan, names of personnel, and the various department functions.

Tours vary with guests

The tours themselves are geared to vary with the guest—from 15 minutes to two hours in length. Each guide is required to learn the entire 24-page write-up, and she must practice delivery so as not to repeat it in a "canned" manner. There are, of course, several planned tour routes, and each girl must know each of them. In mastering various facets of the program, the girls are given one week of intensive "on the job" training with proved guides as instructors.



Mrs. Leone Hahn, hostess, introduces this tourist-couple to the guide who will take them through the building.

Included in the planning of scheduled tours are bulletin board announcements to all employees, identifying the group and time of tour. Supervisors affected are notified; they in turn notify personnel within their departments who are assigned narrating of functions. The guide will then take guests directly to the personnel involved upon entering the area. In the case of unscheduled tours, such as a tourist "dropping in," the guide will do all the explaining.

Guest services

At the completion of his tour, the guest is given a visitor's booklet and two stamped postal cards with a picture of the building on them. Tour guides and other personnel involved are alerted to watch for any opportunities that may arise whereby we can do something special for the guest.

For instance, we sometimes make photographs and have the film developed and presented in a special folder before visitors leave. Another example was the traveling couple who asked the best route to Manitowoc, Wisconsin. "Where are you going?" the tour guide asked. "Toronto," was the reply. The word was passed and the hostess called the local travel bureau, consulted Lake Michigan ferry schedules, and checked for customary summer detours. When the couple returned from the office tour, they were presented with a completed trip plan from Stevens Point to Toronto.

Results

Results of our 22-years' experience in company tours? One is the ever-increasing demand for tours, so much so that we now have two additional guides in training, anticipating the increased summer demands. Our 1949 records show 193 tours, last year we had 246 tours. We are getting more requests from high schools, service clubs, college groups, other industries and, yes, other insurance companies. Our files are bursting with the kind letters that PR folk live by. And we've been able to trace a good deal of our new business to guests who have "wanted to be associated with a company like yours."

Taking the wife and kids up to Wisconsin Lake this summer? If so, stop by. Let us know you're in the building as you take the tour. Maybe we can give you some inside dope on where the muskies are biting that week. • •



A guide explains map of Hardware Mutuals' 40 offices across the country.



Visitors are always interested in seeing insurance statistical machines operate.

Newspaper clippings and PR

"... It is clear that some kind of measurement must be applied to press relations both as a gauge of the success of the effort and in order to make working judgments on the effectiveness of the particular techniques employed. The newspaper clipping is therefore a necessary PR tool, and it is to the interest of all concerned to bring it to its greatest possible perfection..."

By Huntington Harris and Paul M. Lewis

THERE IS perhaps more resentment felt by public relations people against newspaper clipping services than there is against any one other public relations tool. The violence of this feeling is readily understandable, since any inadequacy in the newspaper clipping service runs the risk of being interpreted, however unjustly, as an inadequacy of the publicity job that has been done. The public relations man who has just spent weeks preparing a campaign and who then receives, as the only objective proof of his efforts, a half-dozen clippings has every reason to feel disgusted with newspaper publicity in general and clipping services in particular.

However, problems of this kind are not enough to justify eliminating the press as a medium of public relations work. It is clear that the press will be with us for a long time to come. And it is equally clear that some kind of measurement must be applied to press relations, both as a gauge of the success of the effort and in order to make working judgments on the effectiveness of the particular technique employed.

The newspaper clipping is therefore a necessary public relations tool, and it is to the interest of all concerned to bring it to its greatest possible perfection. Generally, neither the commercial suppliers of clippings nor the professional users of them have done all that ought and can be done along these lines. The following observations are designed, accordingly, to suggest ways in which improvement of the newspaper clipping tool can be made.

Placing the clipping order

Occasionally clients write us: "Have your girls watch for the words 'ink spot.'" Now this is not only irritating—since we do not use "girls" for reading—but it is also an impossible order. No

reader in his right mind will go down thousands of column inches looking for a word. A good reader searches for types of subject matter and then works within it. If "ink spot" is a new dessert, he works the food pages for it; if it's a stain remover, he works general news, homes and women's pages.

The client in this case is trying to outguess the clipping service by providing a "key word." He does this in the mistaken belief that readers use only "key words" and are incapable of discovering subject matter or ideas.

To some extent, this notion has been fostered by the clipping services themselves. They have concentrated heavily on what is only one of the many reading devices. It is plain common sense that readers can remember types of subject matter more easily than they can recall thousands of separate "key words," given that the readers have mature intelligence.

Place your clipping orders, therefore, as fully as possible. Bear in mind that you are instructing the clipping service—that is, its readers—about your particular interests. The readers are in a staff relationship to you; they are, in effect, your employees; and it is your obligation, and to your best interest, to train them accordingly.

If you place an order for "Ford" and get a clip beginning "Ford the stream," don't blame the clipping service. There is probably no instance in which one "key word" is sufficient to identify your interest.

Coverage

It has been said that no clipping service covers more than 1,000 dailies. Many public relations men report "gaps" in the geographic coverage of one or another of the clipping services.

Assuming these opinions represent real omissions, the problem is a seri-

ous one. To some extent, it is brought about by the clipping services themselves. When a service reports that it reads "all the papers," it is probably misrepresenting its products. For one thing, it is just about impossible to get mail subscriptions from some small newspapers; for another, newspaper receipts are never entirely regular.

The solution to this problem is in the hands of the public relations people themselves. They should insist on specific coverage commitments at the outset. If, at some later date, a gap develops in a particular area, the clipping service must be in a position to assure the client that newspaper receipts from the area in question have been regular or be able to specify the irregularity.

Speed

This is often a very sore point, with unreasonable reactions from both sides. There are clients who insist that they should get clippings from the Midwest in 36 hours; and there are suppliers who may take a month to provide the clippings.

Apart from sub-contracting arrangements (and these are generally unsatisfactory for a variety of reasons), the time interval between a newspaper's publication and the transmittal of clippings from it depends on a number of factors—mail delivery time, unwrapping time, checking-in time, reading time, clipping time, mailing time, etc., etc. All these factors represent separate operations in the production process and cannot be shortened beyond their natural limits. It is quite impracticable to process anything like 10 sacks of newspapers in 24 hours.

At the same time, the production process can be rationalized to the point where it meets the needs of almost any public relations operation. Bulk mail can be pushed forward to 24 hours; and national returns can generally be

Huntington Harris (Ph.D., Columbia U.) and Paul M. Lewis are President and Vice President respectively of Press Intelligence, Inc. They have worked in the field of content analysis with Harold Dwight Lasswell, served as expert witnesses in propaganda for the Department of Justice, and were respectively heads of Radio and Press Intelligence for the O.F.F. (a government information coordination agency). During the war, Harris was overseas with the OSS; Lewis with the Marines. Since then, they have been engaged together in the field of newspaper analysis and clippings.

cleared over a period of ten days. There is no real reason, accidents apart, for breaking this schedule.

Accuracy

There are two types of errors to which clipping services are subject: they may be called the systematic and the operational. The systematic errors are the "constant" ones. They arise from coverage problems (non-receipt of newspapers, subscription lapses which will become perpetual if papers are not checked in each day, etc.) and "conflicts" (clips which are backed up on opposite sides of the same page and clips mentioning more than one client).

The systematic errors can be eliminated by the daily check-in of newspapers and by the use of reproduction facilities. Clipping services have undoubtedly been at fault in perpetuating the "conflict" error, since many public relations people evidently believe that an order should not be placed with a clipping service if it already has a similar account. Certainly there should be no question that contracts will be accepted that cannot be fulfilled. It is a matter of great concern that clipping services should be under suspicion on this count.

Operational errors are less easy to correct, since they all stem from human fallibility. Given readers of good intelligence, these errors are almost always sins of omission—material is simply missed.

This is a difficult problem and one that cannot be completely solved. No one without the rare gift of photographic memory can read with 100% accuracy. Moreover, any reader is likely to forget something that he

rarely sees.

What this means in practice—assuming good readers, incentives, good hours of work, and the removal of systematic errors—is that an accuracy of 90% or even a little better can be achieved on active accounts. These are accounts which tend to appear in about one out of every ten newspapers read; they constantly "remind" the reader.

Going down from this level, accuracy decreases to the point where picking up an account is as much a matter of good luck as anything else. Take an account which produces 100 clippings a month out of 30,000 separate newspapers read during that month. This means the readers will have seen it once every 300 newspapers; and in the course of doing this they will have seen hundreds of other accounts. It's obvious that even super-readers will fail to recognize mentions as infrequent as this.

Accuracy: the minimum fee

This condition naturally raises the question of the "minimum fee"—a practice whereby the client pays a flat fee which covers him up to a certain amount of clippings per month, whether he receives any amount less than the minimum or not.

The minimum fee practice, from the point of view of the clipping service, is a protection against small accounts that would otherwise be quite unprofitable. It may be considered a searching fee without which the clipping concern will not provide service.

From the point of view of the public relations man, this practice is frequently regarded as a means whereby the clipping service gets something for nothing. Public relations men point

out that a minimum fee penalizes them for errors of the clipping service, since the lower the accuracy of the service the more expensive the clippings in those cases where the minimum fee is not used up.

The question is complicated further by the fact that there are probably more "minimum fee accounts" in existence than there are "large" accounts. And this, where such accounts are predominant, multiplies the number of accounts a reader must remember and has the effect of decreasing his accuracy still further.

The crux of the matter is the question of accuracy. Minimum fee arrangements are clearly justifiable where high accuracy can be guaranteed. They are also justifiable where it is clearly understood by the client that no guarantee of accuracy is possible.

Summary: clippings as a service

All of this may be summed up, perhaps, by the word "service." The clipping tool will achieve perfection only insofar as it directs itself to providing a service keyed to public relations operating needs. Where obstacles exist, they must be made explicit so that clipping returns may be appraised correctly. The purposes of the client should be matched by the policies of the clipping service.

In achieving this end, the public relations client has an important role to play. First, he must make his needs entirely clear. Beyond this, he must help maintain standards by the careful evaluation of his clipping returns.

Above all, he must take a professional view of what must be a professional service. • •

PR progress in Italy

(Continued from page 7)

parliament, and has its headquarters in Milan.

According to Tremelloni, "large corporations in Italy already had or recently have created public relations departments while specialists in PR are arising from the ranks of journalism and advertising."

Speaking of various public relations techniques and programs, he explained that "all this was being done up to yesterday, but today an effort is being made to systematize and perfect the

various instruments with a broader view in order to utilize them at a higher level."

Moving spirit of the Institute is Dr. Lorenzo Manconi, of the Domus Publishing Co., who in a recent talk before the Italian advertising Federation outlined the association's objectives as "broadening the use of public relations techniques by business and industry."

Italians today are following closely public relations developments in other countries and their economic and social journals carry many reports on progress in communications in the United States, Britain and other countries.

Since the war, demonstration of some American techniques was made on a large scale by the information staffs of ECA, then headed by Andrew Berding, now Director of Information in the U.S. Department of Defense, and later by Frank Gervasi, noted writer and correspondent.

Intelligent adaptation of policies and methods originating in other nations and the increasing number of contributions by Italian public relations men to both theory and practice, seem to suggest that in a democratic system effective communication stems from the need and responsibilities of free enterprise. • •



President Ben H. Hazen addresses shareholders at annual meeting, with directors and staff looking on.

STOCKHOLDERS' PR PARTICIPATION . . .

How a Portland, Oregon, savings and loan association developed an unusual annual meeting program to encourage greater stockholder attendance

By Bert V. Chappel

Instructor, Business Public Relations
Portland State Extension Center

THIS IS THE STORY of stockholders' public relations participation in a unique and big way.

The problem of most corporations, unless in difficulties, is to get a sizable and representative turnout at annual meetings. It was no different with the Benj. Franklin Federal Savings and Loan Association of Portland, Oregon. When things were going well nobody would attend, but when times were hard or dividend rates low the meetings would be packed with disgruntled members.

During the past few years, with times good and dividend rates high, there has been no particular reason for stockholders to attend such meetings, and they gradually deteriorated to a gathering of directors, the attorney, and a few employees.

The tiptoff

Being a strong advocate and student of better PR, also national President of the U. S. League of Savings and Loan Associations, President Ben H. Hazen decided it was time to do something about it. The problem was, how to do it? Urging brought no results, letters had failed, advertising had been tried. But the shareholders did not come. The tiptoff came one year when it was announced that refreshments would be served. Mr. Hazen summed it up when he said: "The members seemed to feel that if we were going to serve refreshments, it must be that we wanted them to come. For a couple of years our meetings had an attendance of as many as 250. Then we said why not

hire a big hall, bring in an outstanding speaker, and give a real entertainment."

That's what happened. And for the first time, it is believed, an annual meeting of a savings and loan association was held in a major city's civic auditorium.

The date was timed to coincide with the January kick-off of National Thrift Week; the 27th anniversary of the founding of the Benj. Franklin Federal Savings & Loan Association; and the month of the birthday of Benjamin Franklin, patron of thrift.

Invitations issued

Mr. Hazen's annual letter to all the Association's shareholders included an invitation to the institution's annual meeting. Publicity stories and pictures were printed in all the city's newspapers, and invitations were sent to realtors, bankers, attorneys, title companies, and others. Reserve seats were held for all persons who requested them.

When the program started nearly 3,000 people were seated in Portland's Civic Auditorium. All but approximately 500 were members of the Association. Displays were on view in the foyer; the annual report and literature were passed out; and a large ballot box was handy for members to cast their vote for directors. The Treasurer's report was handed to each person by the

ushers. Twenty-five employees were scattered throughout the large auditorium, acting as hosts and hostesses.

The program began in a dramatic way. A 15-minute morning radio program, which the company has been broadcasting for four years, was being broadcasted as the curtain rose. The dramatic moment came when a platform began to rise from the orchestra pit, and heads of the directors and officers slowly emerged. All were seated except President Hazen, who, standing behind the rostrum, called the meeting to order, read his progress report, and the annual session was on its way.

Results

It is always difficult to identify concrete results. This unusual annual meeting was tape recorded and rebroadcast over the company's regular radio program. Many letters of appreciation and requests for another such meeting were received. Members seemed to feel a little closer to the institution and more conversant with the nature of their business. One of the very tangible results was a new confidence and renewed enthusiasm on the part of the staff and directors.

President Hazen said of the meeting: "It gives one a strong sense of loyalty when 2,500 of your depositors and fellow citizens applaud your company and leave such a meeting with a smile. We cannot credit this factor alone with the fact that last year we had the largest growth in our history. But, believe me, we intend to have another such a meeting this year." • •

Industry and education

(Continued from page 9)

written at least four times, and one section was re-written 11 times. The No. 1 criterion was accuracy. No. 2 was interest—words and pictures, facts and ideas that high school students can understand.

The staff worked Saturdays, Sundays and holidays. There were few hours when the offices were vacant. Every deadline was met, and the printer kept his promise to deliver some 8,500 copies before the second semester began in early February.

The PR Division contributed about 7,500 copies to the schools, one for each student plus 500 to be used as part of the permanent classroom library of the social science department. These 500 copies will be used as a textbook for freshmen in a ten-week course.

Final edition

The final book is nine inches wide, 12 inches high, and 192 pages long, printed by letterpress, partly in two colors. It contains these chapters: Chapter 1, "Choosing Your Career," outlining how to use the book; Chapters 2 through 8, describing and picturing "Your Career Opportunities In Evansville Industry" in the following industries—wood, metal, textile products, chemical products, food, printing and public utilities. Chapters 9 through 12 cover maintenance jobs, clerical jobs, professional and technical jobs, and management jobs, regardless of the specific industry in which these types of jobs may be found. The

last chapter is called, "What's Ahead For You?"

This is the underlying idea of *Your Career*: "There is no future for the unskilled, and very little for the semi-skilled . . . In 1900, America required the services of 11 million common laborers. Now, although the population has more than tripled, this nation needs only about six million unskilled workers. There will be even fewer required ten years from now, for machines are taking over most back-bending monotonous chores like ditchdigging."

At the end of most of the chapters are tables relating civilian jobs to military jobs in the four branches of the armed forces, for those students who expect to go into service. The work of the job analysts is reproduced in *A Dictionary of Job Opportunities in Evansville Industry*. There are two appendices: "How This Book Happened" and "Who Did What to Produce This Book," plus a general index. The book is illustrated with more than 100 pictures, all taken in Evansville plants, plus a pictorial map of industrial Evansville.

Was it worth it?

Was it worth the time, money and strain?

One answer is the number of career planning notebooks produced by Evansville's high school students this year. Almost 3,100 boys and girls entered notebooks in the Association's \$1,150 contest—44 per cent of the 7,000 students. Each of these students attempted—perhaps for the first time—to make a self-inventory in comparison with the de-

H. F. Williams, Jr., Public Relations Director, Evansville Manufacturers' and Employers' Association, wrote the final drafts



of the book, *Your Career Opportunities in Evansville Industry*. A newspaper reporter, editorial writer and advertising copywriter for 12 years, PRSA member Williams has been active in public relations since 1940—

two years with the South Bend Association of Commerce, four years with the National Safety Council, two years with the Illinois State Chamber of Commerce and five years with the Evansville Manufacturers' and Employers' Association. He is PR Chairman for Evansville's 6,000-seat amphitheater and is a member of the National Industrial Council's Chester Davis Award Committee to judge the best state-wide PR programs in 1953.

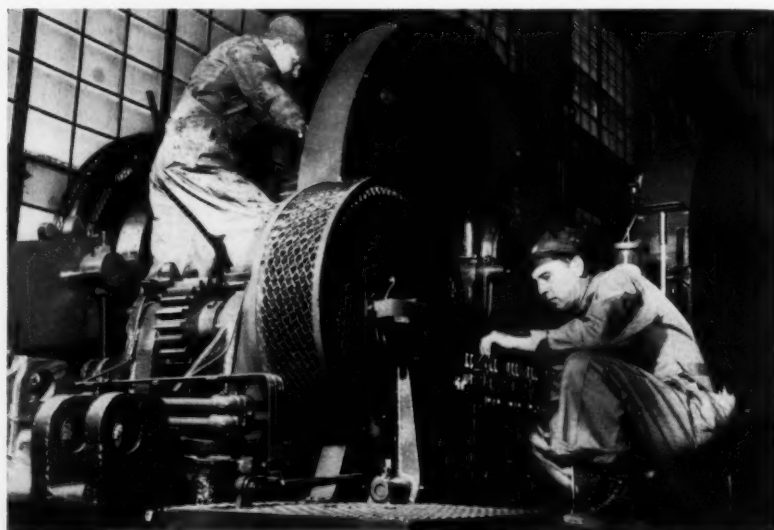
mands of a specific career.

Fred A. Miller, Midwest Educational Director of the National Association of Manufacturers, said: "This job is incomparable, for there is nothing with which to compare it. However, the real results won't show up until about the year 2000, when today's high school students will be about ready to retire."

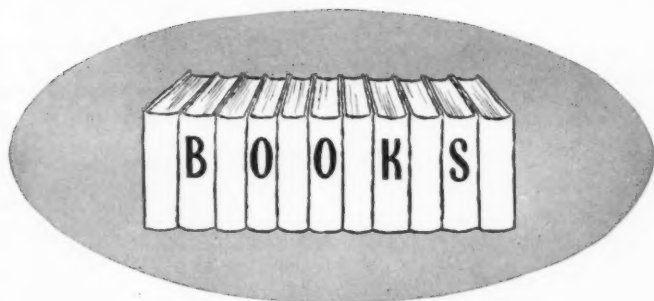
The industrial managers of Evansville are more interested in immediate results. The members of the PR Policy Committee listened with relish to a report by Sister Irmgard, Principal of the Mater Dei High School, who said: "The most bored boy in school, whom I shall call Orville, interrupted his teacher while she was explaining how to use the book. Orville said, 'Hey, teacher, look what's on Page 114'. The teacher was so amazed at any expression of Orville's interest in anything that she and the whole class turned to Page 114 to see what was so interesting." (It was the guillotine cutter. He had read Dickens' *Tale of Two Cities*, and he was interested to learn that this bindery tool is a direct descendant of "the device used to behead members of royal and noble families during the French Revolution.")

Will the book pay off? That question can be answered only by asking a question: "Does it pay for industry to be a good neighbor, and then to make sure that the people of the community realize it?" • • •

(Copies of *Your Career Opportunities In Evansville Industry*, are available @ \$3.00 per copy from the Evansville Manufacturers' and Employers' Association, 119 Locust Street Evansville 8, Ind.)



Floor assemblers, who build machinery from the ground up, are key workers.



FUNDAMENTAL RESEARCH IN ADMINISTRATION HORIZONS AND PROBLEMS

A publication of the Graduate School of Industrial Administration, Carnegie Institute of Technology, Pittsburgh, Pa.

Reviewed by Katharine de Reeder, Director of Consumer Relations, Consolidated Trimming Corporation.

"What you want to do is look at a dead company and try to find out what killed it. You would probably also want to look at some companies that seemed to stand almost motionless for a long time and suddenly began to move ahead. It's the problem in reverse. But I should think that would be considerably easier than walking into a company that seems to be in the process of dying and say 'We understand that you're dying and we want to see how near dead you are and what seems to be the cause.'"

Judging by the above quotation it is understandable that the publishers amended the title by adding *Horizons and Problems*. It is probable that never in so small a volume have so many challenging questions been asked—and left unanswered—as in this condensation of the closed round table discussion of Fundamental Research in Administration, held in connection with the dedication of the Graduate School of Industrial Administration at Carnegie Institute.

Among the many problems suggested for research are:

How can fundamental research in social sciences be brought to bear on central problems of business management?

Can research in social sciences help business management in a manner comparable to the revolutionary discoveries in the physical sciences?

Problems of old age retirements.

The danger of group-minded organizations and the difficulty of finding and developing the individual and independent genius in the face of group antagonism.

A study of the decision-making process by management, both as to carry through on the part of management and "feed-back" to the organization.

In spite of the fact that these problems and the many more discussed in this little volume are all in the realms of PR, it is amazing that not one PR executive was included in the distinguished panel conducting the clinic!

Public relations practitioners as well as management and research people should find this report an almost painful shot-in-the-arm. • •

THE HUNDRED GREATEST ADVERTISEMENTS

By Julian Lewis Watkins, Moore Publishing Company, New York, 201 pps. \$6.00.

Reviewed by Robert S. Ogden, The New Yorker magazine.

Mr. Watkins has chosen a highly controversial title for his selection of one hundred advertisements. He does, however, soften it a trifle in a little dedication which states, "To the hundred (or more) great ads I must have missed." This book is a must for anyone interested in advertising, public relations or publicity. Accompanying each advertisement is an interesting history of its creation, the problem faced, the trials and tribulations of the brain child and the final results.

A breakdown of the author's choices reveals some fairly startling facts. Advertising agencies, considered the font of most advertising copy (at least to the author), can place but five of their own promotions in this list of one hundred. Only four of the thousands of media advertisements each year are deemed worthy, and one of these publications is now deceased. Automobiles place nine, airplanes and airlines but one—Ford Tri-motor in 1928. Railroads have four and steamship lines none at all. Second only to product copy is the "How To" group with nine ranging from International Correspondence School (two) to Dale Carnegie's classic.

The author awards the palm to eight retailers, and it is in this category that the greatest controversy may lie. Macy's places two of an institutional nature, yet it is highly probable that the executives of Macy's may consider some advertisement which sold 50,000 pots and pans a "greater" advertisement. The other choices with one exception feature the "soft-sell," yet the primary function of the modern retail operation is the rapid movement of goods by hard-hitting copy.

Mr. Watkins tends to favor the "good old days" in his selections. Unquestionably, the giants of copy writing in the twenties and pre-twenties produced great advertisements but it is just possible that with today's greatly increased competition for reader interest many equally fine pieces of copy written in modern times have not received the acceptance they deserved. Among the relatively few pieces of current copy chosen in the book are the famous "Hog" advertisement, Plymouth, Modess, DeBeers and The Advertising Council.

Despite the omission of several advertisements, which to this reviewer at least, would have to be included in any such book—for example, Ohrbach's and Hathaway (here I am doing just what Mr. Watkins expected)—he has unquestionably collected one hundred great advertisements and presented them in a highly diverting manner. • •

THE MEASURED EFFECTIVENESS OF EMPLOYEE PUBLICATIONS

Association of National Advertisers, Inc. (285 Madison Avenue, New York, N. Y.); 109 pp., \$10.00. (Prepared under the direction of the Public Relations Committee, ANA, by the Marketing and Social Research Div., Psychological Corp.)

The Association of National Advertisers has evaluated several leading employee publications in an attempt to measure their effectiveness and to find information on the acceptability of editorial material designed to increase the economic literacy of readers.

Techniques of the study made use of comparable research involving 1800 personal interviews with hourly rated and salaried employees.

Guy Berghoff chaired the Supervisory Committee handling the study, and the surveys covered publications issued by Dravo Corp., Pittsburgh Plate Glass Co., General Electric Co., General Motors Corp. and Aluminum Company of America. • •

NEWS IN VIEW . . .



CITATION: Detroit's Fred L. Black (left), Director of PR, Nash-Kelvinator Corp., receives the annual Regents' Citation of Honor for distinguished service to the University of Michigan. Award was made by President Harlan Hatcher (right), for participation in civic, educational and philanthropic enterprises, for his contributions to the success of the Michigan Memorial-Phenix Project, and for his service as member of the Dean's Advisory Committee of the School of Business Administration. President Hatcher and Secretary Watkins (center) presented the citation at the University's 109th commencement in June. Mr. Black is a member of PRSA's Detroit Chapter, and is Chairman of its Education Committee.



CANADIAN PR: James Nicol of Montreal (left), Information and Education Director, International Brotherhood of Pulp Sulphite and Paper Mill Workers, is awarded the 1952-53 Canadian Public Relations Society Trophy for outstanding service in the field of public relations in Canada. Presentation of the prize was made by Stuart Richardson, President of the Montreal Chapter of the association and joint chairman of their recent national conference in Toronto. This year's award was considered of particular significance because it gave recognition to the responsibilities of organized labor in creating better relations throughout industry.

New Chapter Presidents

Several of PRSA's chapters operate on a July 1 - June 30 fiscal year basis. Shown below are three of the newly-elected chapter presidents.



Chicago Chapter
HALE NELSON
Vice President
Illinois Bell Telephone Co.



Philadelphia Chapter
GLEE A. DUFF
Manager of PR
Scott Paper Co.



Southern California Chapter
JOHN E. FIELDS
V.P. in Charge of Development
University of Southern California



NEWS SECTION

AUGUST, 1953

Survey of college PR practice published

PRSA completes pioneer study of craft's organization in American colleges and universities

College public relations programs are making sound development according to a comprehensive survey just completed and published by the Public Relations Society of America as one of its annual research projects. Recognizing the need for data concerning the current standing of PR departments within the academic framework the Society's Research Committee has just published *The Organization of Public Relations in American Colleges and Universities*. This is believed to be the first study of its kind giving current facts and figures on the status, staff and desired backgrounds of collegiate PR units.

Assistance given

Walter G. Barlow, Chairman of the Research Committee, had the assistance of Marvin W. Topping, Executive Secretary of the American College Public Relations Association and other members of his organization in developing the study. (Mr. Topping is also a PRSA member.)

Information was requested from a

total of 693 presidents of organizations affiliated with the Association of American Colleges and more than 55% cooperated by filling out the questionnaire. (Authorities in the field say that in normal mail survey experience, returns frequently run as low as 2% and are rarely over 25%.)

ACPRA officials counseled with the PRSA committee at several stages in the project's development and assisted with field correspondence. PRSA's Research Committee handled questionnaire development and the completion of the formal report. All tabulation and

(Continued on page 24)

Marilyn Monroe Invites PRSA to Los Angeles

At the Atlanta Board meeting, when the Southern California Chapter extended its invitation to PRSA's Board of Directors to hold the Eighth Annual PR Conference at Los Angeles in November, 1955, every aspect of the proposal had been carefully researched.

Chapter President Ed Baumer brought to Atlanta not only telegrams indicating support of all Western Region chapters, and invitations from west coast organization and municipal officials eager to cooperate, but also a detailed survey of attendance experience of national organization conferences held recently in California.

As an added fillip, a record had been cut on the lot of Twentieth Century-Fox Productions, reproducing an interview with a studio executive who describes for Mr. Baumer the visual techniques that can be shown visiting PR people in the film capital. During the disc interview Marilyn Monroe is called from the set and extends an invitation to PR people to come to Los Angeles in 1955. As she deals in her own fashion with the upcoming event, she leafs through a copy of the *PUBLIC RELATIONS JOURNAL*, making some non-professional comments that make amusing listening. (The Southern California Chapter is sending discs to all PRSA chapters as part of the pre-meeting promotion already being organized for 1955.)

PRSA Board of Directors to meet in Boston, September 18-19

New England Chapter plans area PR Seminar September 17; MIT's Killian to speak on PR issues of business, education and the sciences

The Fall meeting of PRSA's governing body will be held at the Hotel Statler, Boston, on Friday and Saturday, September 18-19, with the New England Chapter serving as host. The 67-man Board of Directors will sit down to a heavy two-day agenda which includes reports from all standing committees of the Society on the year's program. All Society members are invited to attend the Board sessions.

The Chapter-sponsored one-day regional Seminar, to be held at the Statler

the day preceding the Directors meeting, will be keynoted by James R. Killian, Jr., President of the Massachusetts Institute of Technology, one of the morning speakers. Among the program participants at the afternoon session will be PRSA's Vice President Frederick Bowes, Jr., who will discuss "Top Management's Top Job in PR." Clark Belden, Managing Director, New England Gas Association, Boston, Chapter President of the Society's 6-state

(Continued on page 24)

PRSA CALENDAR

September 17, 1953 - New England Chapter PR Conference, Boston.

September 18-19, 1953 - PRSA Fall Board of Directors Meeting, Hotel Statler, Boston.

September 25, 1953 - Second Annual Minnesota PR Forum, Univ. of Minnesota Campus, Minneapolis. (Sponsored jointly by PRSA's Minnesota Chapter and the Univ. School of Journalism.)

October 21, 1953 - St. Louis Chapter PR Conference, Hotel Statler, St. Louis.

November 16-18, 1953 - PRSA Sixth Annual Conference, Sheraton-Cadillac Hotel, Detroit.

Vitality

Copyright 1943, The New Yorker Magazine, Inc.



"I think of you as being enormously alive"

The New Yorker has a relationship between magazine and reader which is exceptional in the publishing field. It is usually the favorite magazine of those who read it regularly. This is important to the effectiveness of the advertising it carries.

The New Yorker is read each week by many of America's leading business men and industrialists. Many of them have written to us voicing their appreciation. The Chairman of the Finance Committee of one of America's great corporations says: "I know of no

other publication in the United States which commands a more discriminating list of readers and therefore presumably numbers among them those to whom it is important that one's position be well understood."

The New Yorker is one place where

a business story or service can be presented in true focus to the country's business leaders. These men play an important part in moulding public opinion. These opinion leaders may be reached through the pages of their favorite magazine—The New Yorker.



Copyright 1937, The New Yorker Magazine, Inc.

*(This is the ninth of a series of advertisements suggesting how
The New Yorker may help you speed your public relations ideas.)*

THE NEW YORKER

No. 25 WEST 43RD STREET
NEW YORK 36, N. Y.

Sells The People Other People Follow

Membership Postings

The By-Laws of the Society require that applications for membership be posted 30 days before being submitted to the Executive Committee for approval. Members desiring to comment on the following applicants should write the Eligibility Committee, Public Relations Society of America, Inc., 2 West 46th Street, New York 36.

Active Membership

John W. Burke, Owner, John W. Burke & Associates, 504 Cigali Bldg., New Orleans 12, La. Sponsors: Jack Gould and Horace Renegar.

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Robert W. Watt, Director of PR, Publications and Research, New Jersey Manufacturers Association, 363 W. State St., Trenton 8, N. J. Sponsors: Dilman M. K. Smith and Walter G. Barlow.

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(Mrs.) **Margarite L. McNally**, Director of PR, Northern Illinois College of Optometry, 4170 Drexel Blvd., Chicago 49, Ill. Sponsors: John C. Patterson and Walter L. Darling.

Joye Patterson, PR Officer, Baptist Memorial Hospital, 899 Madison, Memphis, Tenn. Sponsors: Shirley D. Smith and C. Armitage Harper.

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Jack E. Robinson, Mgr., Public & Member Relations Dept., East Texas Chamber of Commerce, 410 North Center, P.O. Box 1592, Longview, Texas. Sponsors: John M. Wagner and Charles E. Simons.

Leo L. Smith, Supervisor of Plant Community and Public Relations, Crucible Steel Co. of America, P.O. Box 88, Pittsburgh 30, Pa. Sponsors: G. Edward Pendray and Robert McDewitt.

Associate to Active

Clyde D. Carder, Manager Communications, General Electric Co., Aircraft Gas Turbine Div., Cincinnati 15, Ohio.

Maxwell C. Fox, PR Director, The Advertising Council, Inc., 25 W. 45th St., N. Y. 36, N. Y.

Gerald Schwartz, Partner, M. C. Billig & Gerald Schwartz, One Lincoln Road, Miami Beach 39, Fla.

social events for visiting Board members and their families. These will include an all-day visit on September 18 for wives and other guests to Salem's House of the Seven Gables and other scenic points of interest.

Personal room reservations should be made direct to the Hotel Statler, mentioning "PRSA Board Meeting." • •

Survey published

(Continued from page 21)

analysis of data was accomplished by an independent survey organization.

Key points covered

Results indicate that recognition is being accorded PR, considered by many to be a relatively recent arrival in the academic field. Public relations is a recognized function under separate staff direction—over 75% of the respondents reporting said that they have at least one full-time person engaged in this activity.

Organizationally, the person in charge of public relations tends to be in a position comparable to the higher academic ranks rather than the lower. In fact, more than 60% were reported on a par with a dean, department head or full professor. Titles for this person "in charge" varied, but the one most often encountered was "Public Relations Director."

Salary level

Yearly salaries paid to top people in the field ranged widely, but the largest group was in the \$5000 to \$7500 range. Biggest number of second level employees fell in the \$2500 to \$5000 bracket.

About half the schools surveyed indicated that PR is combined with fund-raising and development. Furthermore, it is reported that the PR role in fund-raising frequently goes beyond the consultation stage to active operations and consequently demands much more of the Director's time.

As to qualifications for PR employees, the study revealed that educational institutions seek persons with broad liberal arts backgrounds, practical journalistic or business experience and "ability to get along with people" and "get things done."

Extra copies available

Copies of the bound report have been distributed gratis to PRSA members as a membership service. Extra copies are available from the American College Public Relations Association, 726 Jackson Place, N.W., Washington, D. C., at \$1.00 each.

PRSA's Research Committee recently announced that plans are already underway to do a similar study of health, welfare and civic organizations, as part of the Committee's 1953 program. • •

PRSA Board to meet

(Continued from page 21)

Northeast group, invites all those interested in public relations—both members and non-members of the Society—to attend the Seminar.

Plans are underway for a number of

PR Management Idea—The Photo File

Public relations people who are looking for a better way to keep tabs on their stock of photographs might consider the technique adopted by the Public Relations Department at United States Rubber Company.

For many years they had kept a file of master prints of usable photographs in post binders. Each print in this file was linen-backed to keep it from cracking, curling or tearing with constant usage.

But as the file grew, reports Russell Wilks, PR Director at U. S. Rubber, it became too cumbersome and inefficient. The binders were heavy and awkward to handle. To find a desired photo, it was necessary to leaf through dozens or hundreds. Furthermore, staff members often took various books from the master file to their desks and were not prompt about returning them for the use of others.

Also, the job of keeping the file up-to-date became a chore.

After considering various solutions to the problem, the department adopted

the visual file system shown in the picture at right.

Photographs quickly located

Now desired photographs are quickly located. A brief caption for each picture and its number is visible as soon as a drawer is pulled. A full caption is affixed to the back of each picture holder.

The linen-backing process is eliminated. A standard 8 x 10 print is easily slipped into its holder. Likewise, the print and its captions are easily slipped out of the holder for rearrangement or for elimination of obsolete views.

The system has proved to be neat and orderly and, by its nature, discourages staff members from taking parts of the file to their desks. However, the drawers can be removed for rearrangement.




Each drawer holds 55 master prints. Although this may seem a small number, the system actually accommodates more prints in a given space than the old post binders. Each of the six cabi-



This visual file system is used by the PR Department, United States Rubber Co., to keep its master photo prints in good order and readily accessible.

nets shown will accommodate up to 715, or a total of more than 4,000.

Extra prints of each photograph in the master file are kept in standard file cabinets, where there is a folder for each picture. Negatives of all active photographs, although taken by various photographers, are kept on file with a single commercial photo studio, which provides overnight service on orders for additional prints. • •



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Chapter notes

CHICAGO CHAPTER

Newly-elected officers (for the current fiscal year) include: *President*, **Hale Nelson**, Vice President, Illinois Bell Telephone Co.; *Vice Presidents*: **Scott Jones**, **Samuel L. Austin**, and **Oscar M. Beveridge**; *Secretary*, **Stewart S. Howe**; *Treasurer*, **Don R. Cowell**; *Directors*, **Robert P. Carey** and **George B. Vidall**. • •

CINCINNATI CHAPTER

Background and strategy in the General Electric Company's recent strike at Evendale, Ohio, was discussed at a June meeting panel drawn from local GE PR staff members. Participants, who played an active part in the strike settlement, included **Clyde D. Carder**, Manager, Communications, who made all the arrangements for this worthwhile program. The speakers described types of media seldom used before in handling such a problem. • •

DETROIT CHAPTER

Members were guests of the University of Detroit in May. The meeting was highlighted by a talk by **Father C. J. Steiner**, President, in which he discussed his PR philosophy for a modern university. Also participating was **Patrick H. Murphy**, Director of PR, who told of the school's fund-raising program.

"Detroit — Today and Tomorrow" themed the June luncheon in which a panel of five city officials told of the city's finances, expressway, civic center, new harbor and housing development. Participants included Detroit's mayor, controller, engineer, and others. • •

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HAWAII CHAPTER

Edward F. Baumer, Immediate Past President of the Southern California Chapter, presented a paper on the "Third Dimension of Public Relations" at a June luncheon session attended by a large turnout in the Planter's Room at Ciro's. • •

NEW ENGLAND CHAPTER

"Top Management's Primary Role in Public Relations" was the subject **Fredrick Bowes, Jr.**, PRSA Vice President, discussed at the June Meeting. • •

PHILADELPHIA CHAPTER

Glee A. Duff, Manager of PR, Scott Paper Co., heads a new slate of officers elected at the annual meeting in June. **John Harvey** of Bryn Mawr and **Joseph V. Baker**, head of Joseph V. Baker Associates, Inc., were elected *Vice Presidents*; **John K. Murphy**, Manager of Community Relations, Pennsylvania Railroad Co., was elected *Treasurer*; and **William W. Weston**, Assistant Director of PR, Sun Oil Co., *Secretary*. • •

SAN FRANCISCO BAY AREA CHAPTER

Both the social sciences and public relations have human behavior as their subject matter. **Dr. Bertrand Klass**, Manager of Social Science Research, Stanford Research Institute, told members at the June meeting. Some of the social sciences, he stated, such as sociology, psychology and cultural anthropology, tie in with the relatively new kind of PR—the type wherein the practitioner views his major responsibility as being that of effecting harmonious relationships with publics important to the organization he represents, in ways that take the public interest into account. The practitioner's major tool, Dr. Klass said, is not the technique of writing or of publicity but that of understanding.

He stressed the relationship and mutual interests of the social scientist and the public relations worker as to knowledge, ideas and action. • •

SOUTHERN CALIFORNIA CHAPTER

The following new officers were formally installed at the regular June meeting: **John E. Fields**, Vice President in

Charge of Development, University of Southern California, *President*; **David L. Coale**, **Harold P. Levy**, **Howard H. Roberts**, *Vice Presidents*; **William J. Miller**, *Secretary-Treasurer*; and **Glenn E. Carter**, **John H. McCoy**, **Robert B. Wolcott Jr.**, **J. Miller Redfield**, and **Edward F. Baumer**, *Executive Directors*.

A significant development of the year was the launching of the chapter publication, *PRisms*, edited by **Irvin Borders**. The first two issues have been given wide circulation.

Entering the new fiscal year, the Chapter has a membership of 71, with an additional 10 applications in process, as compared to 44 members in 1951. The importance of furthering understanding of the PR field on the part of media, organizations, schools, churches, clubs, and the need for "selling public relations" in the degree which clients have been sold to their publics, were set forth as objectives for the new year. • •

WISCONSIN CHAPTER

A Summer Workshop was held July 31-August 2 at Trees for Tomorrow, Eagle River, Wisconsin, with **Kenneth B. Willett** serving as chairman. • •

Membership Discontinued

James H. Alexander, Chamber of Commerce, Battle Creek, Mich.

Lloyd Brady, Encyclopaedia Britannica Films, Inc., Wilmette, Ill.

Leggett Brown, Ford Motor Co., Dearborn, Mich. (Deceased)

Charles Carll, Ford Motor Co., Dearborn, Mich.

Lawrence A. Cassidy, Cassidy & Renneisen, Louisville, Ky.

Phillips S. Davies, The San Francisco Bank, San Francisco, Cal.

May Nunes de Souza, Universidade de São Paulo, São Paulo, Brazil.

Talbot O. Freeman, Camden, Maine

Lewis Giles, Jr., Lewis Giles & Associates, Washington, D.C.

David Goodman, General Electric Co., Milwaukee, Wis.

George Goodstein, New York State Funeral Directors Assoc., Inc., N. Y., N. Y.

H. Lendall Haggard, Glendale, Cal.

Hal W. Hazelrigg, National Dairy Products Corp., N. Y., N. Y.

Homer I. Huntington, Poultry & Egg National Board, Chicago, Ill. (Retired)

E. P. Lovejoy, Detroit Edison Co., Detroit, Mich.

William Mankin, The Grapette Co., Inc., Camden, Arkansas

PEOPLE

(●) indicates PRSA members

Reynolds C. Seitz ● Director of the Chicago Division of Northwestern University's Medill School of Journalism, will become Dean of the law school of Marquette University, Milwaukee, in September.



Lyman S. McKean ● as Director of Public Relations and Personnel.

Director of Public Relations, Advertising and Sales Co-ordination of The Borden Company, Ltd., Toronto, since 1945, **John W. Lawrence ●** has transferred his duties to his assistant, Kenneth E. Gordon. Instead of retiring, Mr. Lawrence, who is a member of PRSA's Board of Directors, will continue to serve the company in an advisory capacity. He has been a Borden executive for 30 years.

Reginald Mitchell ● veteran Washington newspaperman, and for many years Foreign Service official of the State Department, has been named Washington correspondent of the Douglas Aircraft Company News Bureau. He will report for the Douglas *Airview News*, employee publication in four company plants.

Carroll Bateman ● Assistant Director of PR, Baltimore and Ohio Railroad Co., Baltimore, has been named to a one-year term as Chairman of the Advisory Board for Public Relations Education and Research of the University of Maryland. PRSA's Washington Chapter is active in advising on development of the University's PR courses.

Karl Dahlem ● American Airlines' Central Region PR Director, has been appointed PR Director in New York.

William E. Austin ● PRSA's Canadian Regional Vice President and member of the Board of Directors, has been named Ass't to the President, Brading Breweries, Ltd., Toronto. For several years he has been Director of PR, Canadian Brewers Association at Ottawa.

George W. Barber ● U. S. Rubber Company's Western PR representative (Tire

Div.) has been promoted to PR Manager, Pacific Coast Region, Los Angeles.

W. N. McDonald ● Publicity Manager, American Machine & Foundry Co., New York, has been appointed Ass't to R. L. Maxwell, Vice President, Public Relations.

H. E. Faulkner ● has been appointed Supervisor, PR Dept., Cadillac Motor Car division, General Motors Corp., Detroit. He was formerly in the GM organization in Cleveland.

Frank E. Wheeler ● has announced the establishment of his own organization as public relations consultant with offices at 743 N. Fourth St., Milwaukee, Wisc. Mr. Wheeler was formerly with the American City Bureau, Chicago.

Harriet Sabine ● formerly associated with the Milk Industry Foundation, and more recently Director of Consumer Information of the Can Manufacturers Institute, has joined General Foods (New York) Product Publicity Department. **Marjorie Deen ●** is Department Manager.

George E. Bounds ● has moved his headquarters to the Public Relations & Advertising Department, Delta-C&S Air Lines, Municipal Airport, Atlanta, Ga., with the recent merger of the two lines.

The New York Office of The Philip Lesly Company (**Philip Lesly ●**), public relations firm, has moved to larger quar-



ters at 424 Madison Avenue. The office was formerly located at 331 Madison Ave. Main headquarters is in Chicago.

Charles W. Gamble and Associates (Charles W. Gamble ●), public relations and fund-raising counsel, have moved their New York offices to 604 Central Avenue, East Orange, New Jersey.

Major Katherine Stull ● who retired July 31 as Public Information Officer of the Tennessee Military District since August 1950 with headquarters in Nashville, was one of the first members of the WAAC. As one of the first women to enter military service in World War II, she has the second lowest officer serial number of any woman in the U. S. Armed Forces, L-2. On retirement from active duty, Major Stull will travel, then enter PR practice. In a lead editorial, the *Nashville Banner* eulogized her services as a "capable and efficient newspaperwoman" who supplied "both the press and public with information about local and regional military developments."

Carroll Van Ark ● has been named Executive Vice President (Public Relations), Colorado Association of Finance Companies, with his headquarters in Denver.

PRSA's

Sixth Annual Conference

SHERATON-CADILLAC HOTEL
DETROIT, MICHIGAN

November 16, 17 and 18

•

Open to both members and non-
members of the Society

Telephone executives are guest professors

Nine top executives of Pacific Telephone and Telegraph Company went back to school this spring as guest professors.

Pacific Telephone accepted an invitation from the University of California, School of Business Administration, at Berkeley, to participate in a series of weekly lecture-discussion periods covering the operations, problems and policies of the company. Lecture-discussion periods lasted about one hour and a half once a week for ten weeks. Selected students of the Business School, mostly seniors and Masters Degree candidates, made up an average attendance of about 200.

Associate Dean, Roy W. Jastram, of the School of Business Administration, in extending the invitation said that the purpose of having a business firm participate in this course, "is to give our students an opportunity to see and hear the top management executives explain

Each of the company lecturers was invited to a luncheon hosted by Business Administration faculty members at the Faculty Club preceding the lecture session. The faculty luncheon afforded an opportunity for Pacific Telephone executives to participate in an open meeting type of question and answer period with the Business School faculty.

President Mark R. Sullivan opened the series of lectures March 4 and concluded the series May 13. Other executives who participated included Vice Presidents of Public Relations, Personnel, Operations, Rates and Revenue Requirements, Comptroller, the Secretary and Treasurer, Assistant Vice President, Operations and a Vice President of The Bell Laboratories.

The company supplied each student at the beginning of the course with a basic textbook entitled, *Notes on Pacific Telephone*, containing a biographical sketch of each "Guest Professor,"

lecture series might be summed up in the words of a graduating senior—"the lectures were stimulating, informative, and invaluable to me as a student and as a better informed citizen. This is largely due to the intellectual honesty and integrity of the lecturers. The questions asked by the students were direct, probing, varied, and sometimes blunt and tactless. All were answered in detail with a forthright and frank graciousness. Always, I felt an attempt was made to present the Pacific Telephone story in an impartial and objective manner."

Company's views

The company's views of the project were expressed by Mr. Sullivan in his closing lecture as he answered the question, "Why are we conducting this course?" "We have said many times in our company, all business in a democratic country begins with public permission and exists by public approval. If that be true it follows that business should be cheerfully willing to tell the public what its policies are, what it is doing, and what it hopes to do.

"The fact that the public has a right to know about this business is the reason why we put so much effort into maintaining a good public relations department." • •



Students quiz Guest Professor Mark R. Sullivan, President of Pacific Telephone and Telegraph Company.

at firsthand the operations, problems and policies of their company—the facts of life about business management." Dr. Jastram believes this can most effectively and convincingly be done by the top executives of a given firm—the president and his immediate staff.

Attend faculty luncheon

The class sessions, held each Wednesday, lasted about 90 minutes. Each company official (Guest Professor) lectured informally during the first half of the lecture session. During the remaining class time the Guest Professor answered questions from the students.

early history and corporate development of the company, organizational notes and a complete organization chart, map of territory served, current company statistics, and booklets about the company.

Complete record kept

A complete stenotype record was made of each class session, including both the lecture and question and answer period, and copies were made available to the students for note purposes as well as a permanent record of the class.

What the students thought of the

NEW PRSA MEMBERS ELECTED DURING 1953

ATLANTA CHAPTER	4
CHICAGO	9
CINCINNATI	5
COLUMBUS	2
DETROIT	32
HAWAII	3
HOUSTON	4
INTERMOUNTAIN	2
MID-SOUTH	3
MINNESOTA	9
NEW ENGLAND	5
NEW ORLEANS	2
NEW YORK	40
NORTHEAST OHIO	5
NORTH TEXAS	0
OKLAHOMA	0
PHILADELPHIA	1
ROCHESTER	1
ST. LOUIS	5
SAN FRANCISCO BAY AREA	4
SOUTHERN CALIFORNIA	18
TOLEDO	1
WASHINGTON, D. C.	5
WISCONSIN	5
MEMBERS AT LARGE	25
TOTAL	190
(Total membership—1564)	

Railroad PR Association Meets at Chicago

A new industry-wide association of public relations workers was launched at Chicago on June 8, with members of PRSA leading the way. The big banner displayed at the Edgewater Beach Hotel for the 2-day meeting read "Railroad Public Relations Association," with the words grouped around a cross-section design of a steel rail, symbol of the industry's quarter-of-a-million miles of rail lines in the United States and the 50,000 in Canada. James B. Shores, Director of Public Relations for the Texas & Pacific Railway at Dallas, the Association's first President, and Regional Vice Presidents G. C. Frank of Cleveland, B. E. Young of Washington, D. C., and G. H. Kneiss of San Francisco, are all members of PRSA. They were promptly reelected for a second term. Twenty of the twenty-six officers and committeemen who staged the meeting, which was featured by a down-to-earth discussion of the industry's pub-



OFFICERS of the Railroad Public Relations Association for 1953-1954 were re-elected at first annual meeting of the Association held at Edgewater Beach Hotel, June 8-9. Left to right in photo and positions to which they were re-elected are: Secretary and Treasurer, J. D. Parel, Association of American Railroads, Washington, D. C.; Vice President, Eastern Region, G. C. Frank, Erie Railroad, Cleveland; Vice President, Southern Region, B. E. Young, Southern Railway System, Washington, D. C.; President, J. B. Shores, Texas and Pacific Railway Company, Dallas; and Vice President, Western Region, G. H. Kneiss, Western Pacific Railroad Company, San Francisco, California.

lic relations problems, are PRSA men. The keynote speech at the annual ban-

quet was given by William G. Werner, President of the Society. • •

Mid-South Chapter holds seminar on regional development

Tourism and new industry growth cited in PR methods study

PRSA's Mid-South Chapter, using the compelling subject of new industry and tourism growth in the south, held a seminar on PR methods and programs in Little Rock, Arkansas in May as a feature in the Chapter's annual program of events.

The seminar, which pointed up the fact that southern states are reaping a rich reward for their programs aimed at attracting tourists and industries, was opened by Arkansas Governor Francis Cherry, and participants were welcomed by Mayor Pratt Rummel of Little Rock.

William E. Barksdale, Director of the Mississippi Agricultural and Industrial Board, said a program to balance agriculture with industry in his state has brought in 93 plants employing 35,000 persons and an annual payroll of \$54 million.

New industries

Six new industries have moved into the state since March 15, 1953. This sort of development has helped make

Mississippi a debt-free state. Tourists now are spending \$263 million yearly in the state as compared with \$95 million in 1945. Mr. Barksdale and other speakers heard by the group of more than 75 persons, cited sponsored tours as one of the best promotional devices to acquaint travel editors and writers with the resources of a state.

Tours create new pride

Luncheon speaker George Mascott, Washington, Manager of the State Chamber of Commerce Department, United States Chamber of Commerce, said that in Kentucky tours had been used effectively to create a new pride on the part of Kentuckians in the many advantages of their state.

Detailed information on how to conduct tours was provided by Prentiss Mooney, Assistant Director, Missouri Resources and Development Commission, Jefferson City. Mooney took part in a panel discussion—"How We Used PR Techniques in Developing the Tourist

Industry." Also on the panel were Richard C. Eaton, *Holiday Magazine*, Chicago; Robert McVey, Hot Springs Chamber of Commerce; Mrs. Virgene Robinson, Publicity Director, Arkansas Resources and Development Commission; and George Benjamin, Secretary, Arkansas Automobile Dealers Association. • •

Corporation gifts upheld by court

The New Jersey Supreme Court today unanimously upheld the right of corporations to make cash donations to charitable and educational institutions.

The ruling arose from a suit instituted by a group of stockholders of the A. P. Smith Manufacturing Co., of East Orange and Bloomfield, N. J., protesting a \$1,500 contribution the company made to Princeton University in 1951.

The stockholders asserted that the company had no right to make such contributions, but the court today ruled that these donations "have almost invariably been unquestioned."

New York Herald Tribune
June 26, 1953



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School teachers expand summer labor force, survey shows

Many of the nation's teachers are working during summer "vacations" in factories and business establishments, according to a survey completed recently by *Teacher's Letter*, published fortnightly in Washington, D. C. The survey was based on replies to questionnaires sent to more than 25,000 instructors in all parts of the country.

"The thousands of teachers harassed by inflation and low salaries give industry an added source of manpower for the summer," Arthur C. Croft, publisher of *Teacher's Letter*, pointed out.

The educators were asked, "What are you planning to do this summer?" As many as 59 per cent said they would be working. Of this group, 74 per cent of the men, and half of the women, agreed that the motivating factor was a need for more income. A smaller group claimed they would seek employment which would combine income with experience to improve their teaching.

One teacher put it this way: "What with high taxes, the high cost of living, and our low salaries, both my wife and I have to work in the summer in order to exist!"

PR significance

A woman instructor explained: "Every summer I try to get work which will help me to teach better, give me greater understanding of the problems that confront young people seeking jobs today, and help me give them vocational guidance."

Of those who planned to work, 18 per cent said they hoped to work in education—teaching summer school, serving on committees to prepare and plan teaching materials, or caring for school buildings and equipment.

Other fields in which teachers will seek employment, in the order named in the survey responses, are: paid community services; manufacturing; clerical work; agriculture; merchandising and selling; summer camps and construction work. • •

**Need PR help?
Use the Journal
Classified Columns**

parens*

This is a column about things that interest PR people. Some important, some whimsical, some of passing interest, some of significance. The writer's blasts and kudos are not necessarily those of the JOURNAL Publications Board.

parens

The Advertising Council hopes it has started a trend. Press releases henceforth will be sent on the back of 6 x 9 inch post cards, which travel first class at 3¢. In the first one, mailed June 5, Maxwell Fox hoped the brevity of the messages on the "communique cards" would be a happy solution to press release ponderosity.

parens

At Procter & Gamble, communications means, primarily, face-to-face talks—and having something worth talking about. President Neil McElroy has put it all down in a 15-page booklet that should be in your reference file on employee relations. It's *Communication . . . a way of working with people within a company*. Kind of thing we wish we'd written.

parens

John Law Wasn't So Wrong. He was a Scotsman who handled Louis XV's treasury and provided the money to start France's Louisiana colony. Esso Standard Oil Company (Baton Rouge, La.) has done a full story in text and pictures on Louisiana's horn of agricultural and industrial plenty. Hodding Carter was commissioned to write it—and to tell the petroleum story only incidentally, along with other state resources. Chiefly it was planned as a public service contribution to the historical annals of Louisiana. It is a fine one.

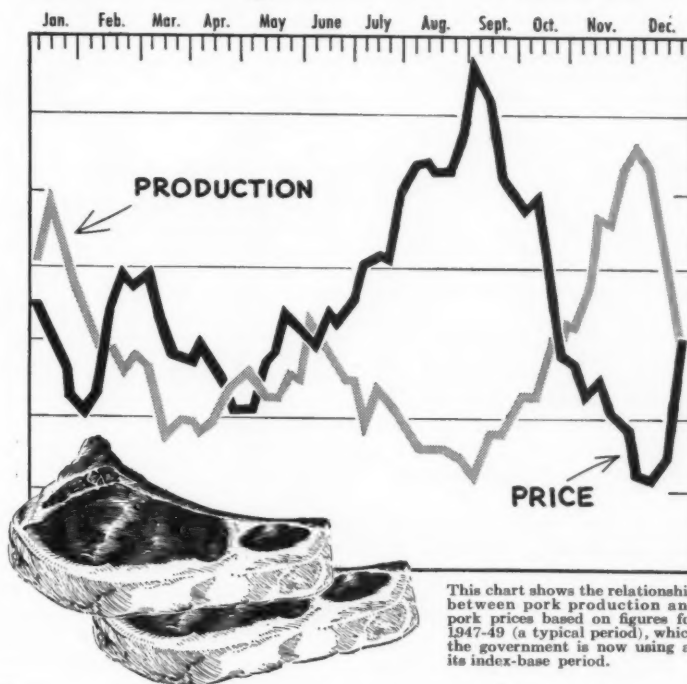
parens

What can be done in a personalized employee relations report is demonstrated by Pittsburgh-Des Moines Steel Company's *This is My Company*. It is told in the family picture-life story of a shop man past 60, with 28 years of company service. The 24-page booklet relates the importance of what the worker does to the products the company places in service to the world. Added fillip: Each of 2,000 employees found his own name lettered in on the cover of his copy.

* Short for "parentheses," used by typists and proofreaders.

August, 1953

What law sends pork prices up in summer... down again in winter?



This chart shows the relationship between pork production and pork prices based on figures for 1947-49 (a typical period), which the government is now using as its index-base period.

THE well-known law of *supply and demand*. With pork, it works like this:

More than half the pigs are born in spring—also according to law, the *law of nature*. They spend a good 6 months growing to pork chop size.

As a result, fewer pigs are ready for market during the summer months. And meat packers have to pay higher prices in order to get enough pork to fill customers' orders.

Then, along about the time the first leaves fall, all these pigs begin to come to market. And the same thing happens as with any other perishable commodity (strawberries, eggs or oranges) when there is suddenly a lot more than there was.

The price just naturally goes down!

The chart above shows how the cycle goes. *Less pork—higher prices*

through the summer followed by *more pork, lower prices* during the winter.

Remember, summertime is the time when a big new meat crop is "growing up" on America's farms and ranches.

Did you know

... that America's 4000 meat packing companies must compete for the farmer's livestock on one hand, and for customers on the other... that this two-way competition provides a highly effective system of checks and balances on meat prices... that this is one of the reasons meat moves from farm to table at a lower service cost than almost any other food?

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(Advertisement)

THE HOPPER

International PR interest

During the year, I have been studying public relations at the Boston University, School of Public Relations and Communications and the JOURNAL was on the *must* list of the school. Since my return from the States to Israel and to my job here, I have enjoyed reading it and I'm learning a great deal out of it from other PR practitioners' experiences.

I was glad to learn from the News Section of the JOURNAL's May issue, that steps were taken to prepare the foundation of an International Public Relations Organization.

Such an initiative should be highly appreciated since I'm confident that only an international body can establish PR codes and secure its recognition as a profession.

Although PR departments in governmental offices and public institutions in Israel are recognized, there is no clear definition of the professional standard for a PR executive.

I, therefore, welcome the important beginning, and would be glad if, through the JOURNAL, its readers could be kept informed about further developments.

AMRAM ZUR

Public Relations Director
Keren Hayesod-United Israel Campaign
Jerusalem

Film help wanted

I am a consulting surgeon of some twenty-six years' seniority, and an ex-colonel of the last war. In all my spare time, I devote all my enthusiasm to the running of a Social Welfare Service, whose sole object is to show motion picture programmes of an educational nature to "shut-ins"—i.e., to the inmates of prisons and to long-term patients in hospitals.

At no time in the six years of our existence have we appealed for any form of financial support, for we meet all our expenses out of our own pockets. We do, however, beg and plead for used copies of 16-mm. films for our very inadequate library, for without a well-stocked library we cannot operate at all. At the moment we are down to rock bottom and are even forced sometimes to show the same films twice to the same audiences, which, of course, is absurd.

This letter is to ask therefore, if you might be kind enough to try to give this request for help with motion picture films some publicity in your journal, for if you would do so, I feel sure that we would receive some help from quite a number of corporations, whose chiefs would, I think, realize the value of the work we are trying to do.

At high governmental level here we have received duty free Treasury Import licenses for any such films that we might receive from the States and need only to know the titles before Customs clearance.

It might be thought a little hard that we

make this appeal to sponsors of films in America, but the fact remains that some of the big airline, railroad, steel, oil, and electric corporations have already been most kind and most generous in helping us with material. Even the State Dept. in Washington let us have some 12 films of South America back in 1950 when I personally went to Washington to make my request.

Six years ago a young doctor here in Lincoln went into an iron lung with poliomyelitis, and he remained there—100% immobile—until he mercifully died last year. In the first four years I personally gave him two two-hour movie shows each week, and what these did for him hardly needs any explanation. It was from this beginning six years ago that we realized how much we could help other unfortunates whose lives had been similarly ruined, and thus our Social Service was born.

I am quite sure that if any of those people to whom we make this appeal could see our audiences of 300-350 in the prisons, where the inmates look forward to their shows on Sunday afternoons with as much enthusiasm as to anything else in their immediate lives, it would immediately be conceded that the work we are doing is really worth while and is deserving of help.

We need film material now more than at any other time in our existence if we are to keep going. We have made as many appeals as we can here in England, but companies are not as film-minded as they are in the States and I can think of no more companies that we can approach over here.

Will you please try to help us in this appeal, for if it could reach some of your members, I feel confident that we should receive some sort of help. With many thanks in anticipation of your interest.

DR. GEOFFREY MOREY

1 The Grove
Lincoln, England

(Can readers help?—Editor)

Help Wanted

NATIONAL TRADE PUBLICATION needs man or woman with WRITER-EDITORIAL-PRODUCTION background. Must have mature judgment and be able to think fast; type fast; and write clean. Must be able to handle entire operation from development of idea and editing manuscripts to correspondence, layout, proofreading, production, and ok'ing final page proofs. Good opportunity for right person. New York City. Send resume or other background information to Box A-1.

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Writer and idea man with solid newspaper, advertising, PR background will locate anywhere in challenging position with PR firm, ad agency mfr, assn. University grad., 36, married, 2 children. Now employed; \$9,000. Box S-8.

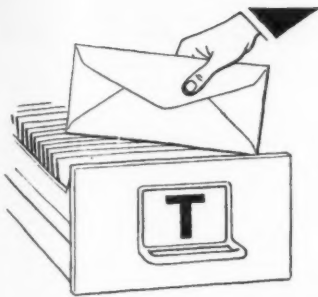
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JUST DISCHARGED, EX-WEEKLY EDITOR, young, wants New York City area post requiring topflight writing, media contact, hustle. Heavy army PIO work. Degree. SDX member. Box H-8.

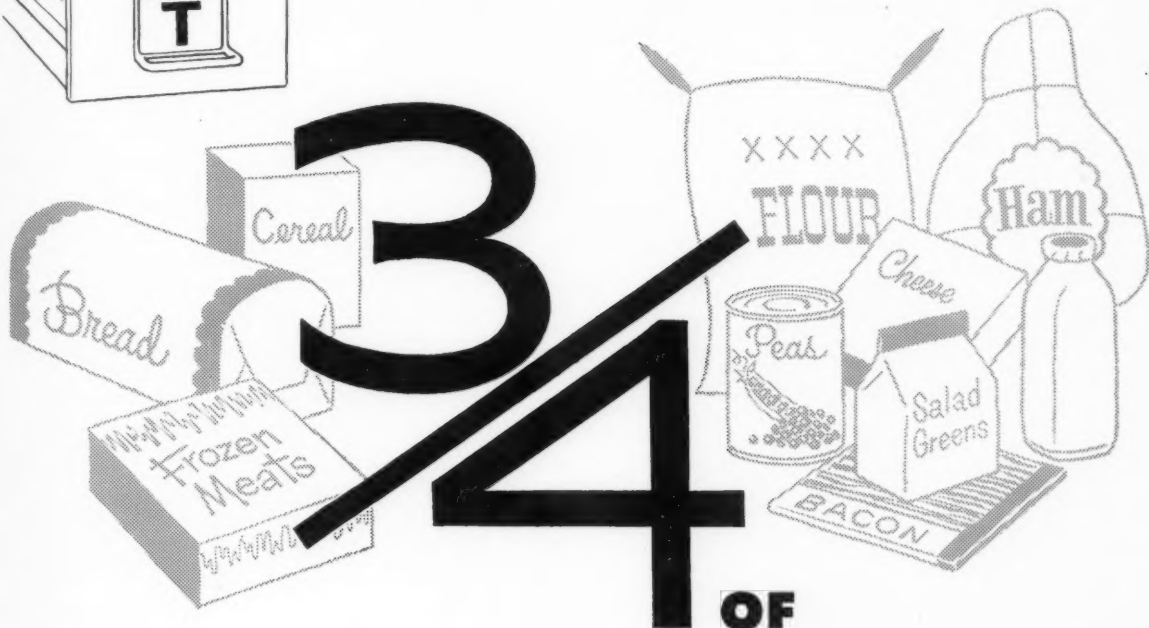
PR EXECUTIVE AVAILABLE. Former advertising-PR Executive, now active PR consultant, seeks position with agency or corporation. Offers valuable communications "know-how" from rich background in journalism, editing, radio, publicity, advertising, and executive PR. Mature, experienced, has advanced academic PR training. Will travel or relocate. College graduate; PRSA member; married; excellent references. Resume on request. Box L-8.

Experienced PR man wants connection in New York or New England area. 5 years experience in all phases of community relations. Extensive background in preparation of news releases, copywriting and brochure production. Full radio-TV production background. Single, age 30. Box J-8.

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